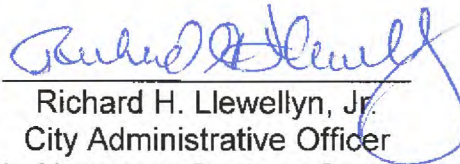| TRANSMITTAL		0220-05151-0179
TO City Council	DATE 01-08-20	COUNCIL FILE NO. 17-1001
FROM Homeless Strategy Committee		COUNCIL DISTRICT ALL

At its meeting on December 19, 2019, the Homeless Strategy Committee (HSC) considered the Enhanced Comprehensive Homeless Strategy Quarterly Performance Report (QPR) for the First Quarter of Fiscal Year 2019-20. The HSC amended the report to instruct the City Homeless Coordinator to include A Bridge Home program outcome data in future Quarterly Performance Reports.

The report is hereby transmitted to the Homelessness and Poverty Committee as amended.

Richard H. Llewellyn, Jr.
City Administrative Officer
Chair, Homeless Strategy Committee

RHL:YC:MB 16200043

CAO 649-d

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: December 13, 2019

To: Honorable Members of the Homeless Strategy Committee

From: Richard H. Llewellyn, Jr., City Administrative Officer

Subject: **Enhanced Comprehensive Homeless Strategy – Quarterly
          Performance Report Fiscal Year 2019-20 First Quarter**

Attached is the Fiscal Year 2019-20 First Quarter enhanced Comprehensive Homeless Strategy (CHS) Quarterly Performance Report (QPR). This is the first QPR since the Mayor and Council approved the enhanced CHS in March 2019. This QPR provides the quarterly CHS metrics data and highlights key accomplishments.

Some of the accomplishments described include:
- Continued implementation of Proposition HHH;
- Affordable Housing Production;
- Expanding Outreach;
- State of California Homeless Emergency Aid Program;
- State of California Homeless Housing, Assistance, and Prevention Program; and
- The A Bridge Home initiative.

This QPR provides metrics data for 107 metrics across 12 strategies.

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date:	December 13, 2019	CAO File No.	0220-05151-0173
		Council File No.	17-1001
		Council District:	All

To: Richard H. Llewellyn, Jr., City Administrative Officer

From: Meg Barclay, Homeless Coordinator

Subject: **Enhanced Comprehensive Homeless Strategy – Quarterly Performance Report Fiscal Year 2019-20 First Quarter (July 1, 2019 - September 30, 2019)**

SUMMARY

This is the first quarterly performance report (QPR) provided under the enhanced Comprehensive Homeless Strategy (CHS), approved by the Mayor and Council in March 2019. The report covers the first quarter (Q1) of Fiscal Year (FY) 2019-20, highlighting key accomplishments and provides updates on the State Homeless Emergency Aid Program (HEAP) and Homeless Housing, Assistance, and Prevention (HHAP) Program grants, and on the A Bridge Home program. It also reports metrics data for the quarter.

BACKGROUND

Overview of the Enhanced Comprehensive Homeless Strategy

The enhanced Comprehensive Homeless Strategy (CHS) describes ongoing responsibilities and measureable actions the City of Los Angeles (City) is taking to combat homelessness (C.F. 17-1001). The enhanced CHS builds on the first two years of Strategy implementation and is designed to be action oriented.

This CHS is organized into six (6) functional strategies: (1) Governance, Accountability, and Budget; (2) Planning, Coordination, Modeling, and Prioritization; (3) Policy; (4) Program/Systems; (5) Annual Evaluation; and (6) Partner Acknowledgement and Awards. Strategies 3 and 4 are further subdivided into more specific strategies. Attachment 1 provides a visual representation of the CHS structure. The enhanced CHS is designed to be a living document that can be adjusted as conditions change or lessons are learned during implementation. As Policy strategies are implemented, they may lead to changes and adjustments in Program/Systems strategies. Likewise, challenges encountered during Programs/Systems strategy implementation may point to the need for adjustments to Policy strategies.

Each enhanced CHS strategy references the original strategy or strategies it is based on and continues to report on any ongoing responsibilities. A crosswalk between the original and enhanced CHS strategies is included as Attachment 2.

Attachment 3 provides briefs for each strategy that describe the role of each lead in strategy implementation (ongoing responsibilities) and the specific work of each lead toward accomplishing the strategy's goal (action steps). Quarterly updates are provided for each ongoing responsibility and action step. Briefs in future QPRs will provide only these quarterly updates. All metrics from the original CHS continue to be reported, along with additional metrics added in the enhanced CHS.

DISCUSSION

Key Accomplishments

As discussed above, briefs with updated information for each individual strategy are provided in Attachment 3. Key accomplishments in Q1 from these briefs are discussed below.

- Proposition HHH (Prop HHH) Implementation (Strategy 4.4 - Program/Systems: Supportive Housing)
  - o In Q1, HCID made recommendations to fully commit Proposition HHH bond authority as follows:
    - In August 2019, the Housing and Community Investment Department (HCID) recommended 34 Permanent Supportive Housing (PSH) projects with 2,179 units, 1,691 of which are supportive, through the 2018-19 Round 3 Call for Projects.
    - In August 2019, the HCID and the Mayor's Office released the results of the Prop HHH Housing Challenge Request for Proposals (RFP), which recommended $120,000,000 to fund six (6) Permanent Supportive Housing (PSH) projects for 975 new units.
  - o Affordable Housing Production (Strategy 4.8 – Programs/Systems: Affordable Housing)
    - HCID financed 82 affordable units.
  - o The Transit Oriented Communities (TOC) Guidelines (Strategy 3.3 – Policy: Land Use & Housing) became effective in September 2017, and the Department of City Planning has been processing applications under these guidelines since Q2 of FY 2017-18.
    - In Q1 of FY 2019-20, an additional 47 new discretionary TOC cases were filed, for a total of 17,687 units proposed through the TOC program's discretionary process, 3,679 (20 percent) of which are affordable.
  - o The Department of City Planning continues to implement the state Accessory Dwelling Unit (ADU) standards (Strategy 3.3 – Policy: Land Use & Housing). In Q1, 1,200 permits were issued and an additional 1,368 applications were received.
- Affordable Housing Preservation (Strategy 4.8 – Programs/Systems: Affordable Housing)
  - o Under the At-Risk Affordable Housing Tenant Outreach and Education Services (AAHTOES), tenant outreach and education services were conducted at 29 at-risk properties consisting of 788 restricted and assisted units.
- Expanding Outreach/No Wrong Door (Strategy 4.3 – Programs/Systems: Street/Outreach, Strategy 3.2 No Wrong Door)
  - o Through the Unified Homelessness Response Center (UHRC), the City developed the Comprehensive Cleaning and Rapid Engagement (CARE) program to provide

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: December 13, 2019

To: Honorable Members of the Homeless Strategy Committee

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OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date:	December 13, 2019	CAO File No.	0220-05151-0173
		Council File No.	17-1001
		Council District:	All

To: Richard H. Llewellyn, Jr., City Administrative Officer

From: Meg Barclay, Homeless Coordinator

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- Expanding Outreach/No Wrong Door (Strategy 4.3 – Programs/Systems: Street/Outreach, Strategy 3.2 No Wrong Door)
  - Through the Unified Homelessness Response Center (UHRC), the City developed the Comprehensive Cleaning and Rapid Engagement (CARE) program to provide

additional hygiene and cleaning services to encampments throughout the City. The CARE program launched on October 1, 2019.

o The Homeless Help Desk, located at City Hall East, provided referrals and resources to approximately 130 individuals each month.

Homeless Emergency Aid Program (HEAP)

On October 3, 2018, the City executed a grant agreement with the State for the $85,013,607 HEAP grant. Since then, the Homeless Strategy Committee (HSC) has recommended $84,824,190.34 (99 percent of the total allocation) in HEAP funding commitments. As of September 30, 2019, a total of $22,156,882.86 (26 percent) of the City's HEAP allocation had been expended. The chart below provides the total amount of funds committed, uncommitted, and expended within each HEAP Activity Category.

Table 1. Status of HEAP Commitments Recommended by the HSC and Expenditures as of September 30, 2019

	Activity Category	Amount	Total Funds Committed	Uncommitted Funds Remaining	Expended
1	Capital and Operating Support – A Bridge Home*	$52,141,197.00	$52,141,197.00	$0.00	$18,870,187.12
2	Capital and Operating Support – Skid Row	$20,000,000.00	$18,895,417.00	$1,104,583.00	$455,853.72
3	Capital, Operating, Services – Citywide	$7,998,325.00	$7,998,325.00	$0.00	$1,434,857.25
4	Youth Set-Aside*	$3,937,520.34	$3,937,520.34	$0.00	$1,032,479.77
5	Administrative Costs*	$1,851,731.00	$1,851,731.00	$0.00	$313,505.00
Total		$85,928,773.34	$84,824,190.34	$1,104,583.00	$22,156,882.86

* Includes $915,166.34 of interest earned through September 30, 2019.

Homeless Housing, Assistance, and Prevention (HHAP) Program

As discussed in the Q4 QPR, in June 2019, the State of California adopted legislation for the Homeless Housing, Assistance, and Prevention (HHAP) Program, a block grant of $650,000,000 to be allocated to cities, counties, and continuums of care (CoC) throughout the state for homeless programs and projects. The City anticipates receiving $117,562,500 from HHAP grant. In Q1, the Homelessness and Poverty Committee held a public hearing to solicit service provider and citizen feedback on potential uses of HHAP funding and instructed the City Administrative Officer (CAO) and Chief Legislative Analyst (CLA) to report with recommendations for the City's HHAP application to the State.

A Bridge Home

The Mayor's Office convenes weekly meetings of City staff to expedite the construction of interim housing facilities. By the end of Q1, a total of 1,358 new interim housing beds were funded or under construction. In Q1, three (3) new bridge housing sites with 172 beds opened at: the Bread Yard at St. Andrews in Council District (CD) 8 (100 beds); the Gardner Library in CD 4 (30 beds); and the Wallis House in CD 4 (42 beds).

CHS Metrics

The CHS metrics framework was approved in June 2017 (C.F. 15-1138-S25). The framework is comprised of strategy-level and headline metrics. 154 metrics were scheduled to be reported under the enhanced CHS: 84 continuing metrics from the original CHS, and 66 new metrics. Departments report that data for 28 of these metrics are not available, and an additional 19 biannual or annual metrics are not expected this quarter. As such, Q1 data is available for 107 metrics across 12 strategies. Attachment 4 provides this strategy-level data. Attachment 5 summarizes strategy-level data by headline metrics. All available Q4 data from FY 2018-19 are provided for reference in Attachments 4 and 5. Because some of the metrics are included in this report for the first time, Q4 data is not available for all metrics.

Data associated with each headline metric is summarized as follows:

- Expansion of supply of affordable and homeless housing:
  - o Four (4) sites were assessed for use for affordable and/or homeless housing in Skid Row (Strategy 3.5).
  - o 82 HCID-financed affordable units were completed, down from 429 last quarter (Strategy 4.8). This can be attributed to the uneven nature of quarterly housing production workflow; next quarter will likely show an increase in the number of units completed.

- Number placed in permanent housing:
  - o A total of 1,788 persons and 2,240 households were placed in permanent housing in Q1 through interactions with Los Angeles Homeless Services Authority (LAHSA) contractors and as a result of the Housing Authority of the City of Los Angeles's (HACLA) Homeless Incentive Program (Strategies 3.2, 3.4, 4.1, 4.2, 4.3, 4.5, 4.7, and 4.8).
  - o Of all adults exiting bridge housing, 15 percent exited to permanent housing, a decrease from the 25 percent reported in Q3. LAHSA is reviewing performance data to identify the reason for this decrease, which will be provided in the next QPR.
    - ▪ The balance of adults exiting bridge housing in Q1 exited to temporary destinations (e.g. temporary stays with friends or family, 24 percent), to unknown destinations (e.g. refused to state or not collected, 51 percent), to institutions (e.g. jail, hospital, 3 percent), or to unsheltered destinations (7 percent).
  - o The median length of time from assessment to housing match decreased to 249 days for individuals in Q1, from a high of 294 in Q4. While the decrease from Q4 is significant, Q1 is similar to the reports for this metric provided in FY 2018-19 Q2 (227) and Q3 (269).

- Number placed in temporary housing:
  - o 296 individuals were served through the Safe Parking Program, up significantly from 223 individuals reported in Q4 (Strategy 4.3). This increase is due to new Safe Parking programs that began operating in Q1 and increased participation in existing sites.
  - o The average length of stay in crisis/bridge housing increased from a low of 50 days in Q4 to 88 days in Q1 for individuals, and from 82 days to 92 days for families (Strategy 4.1). The average length of stay in shelter across all programs increased from a low of 53 days in Q4 to 87 in Q1 (Strategy 4.2). The average for this metric over the previous two fiscal years is 73 days.

- Number who are prevented from becoming homeless or being discharged into homelessness:
  - o 326 families received prevention services through CES in order to stabilize and maintain existing housing in Q1, down from 374 in Q4 (Strategy 4.1). 45 percent of families were able to prevent imminent homelessness, down from 58 percent in Q4.

- Number who gain employment or enroll in vocational training/education:
  - o 2,985 households have increased their income through participation in CES (Strategy 4.1).
  - o 14 homeless adults were hired by the City of Los Angeles in Q1, a decrease from the 18 in Q4 (Strategy 4.5).
  - o Four (4) percent of emergency shelter participants saw an increase in income, similar to the five (5) percent reported in Q4 (Strategy 4.2).

- Number who Retain Housing from Date of Placement:
  - o 88 percent of persons retained housing for 12 months through efforts to strengthen CES technology, staffing and standardization, similar to the 87 percent in Q4 (Strategy 4.1).
  - o 93 percent of households retained housing for 12 months through integration and strengthening of family and transition age youth CES, an increase from the low of 80 percent reported in Q4 (Strategy 4.1). The average value of this metric over the last two years of reporting has been 90 percent.
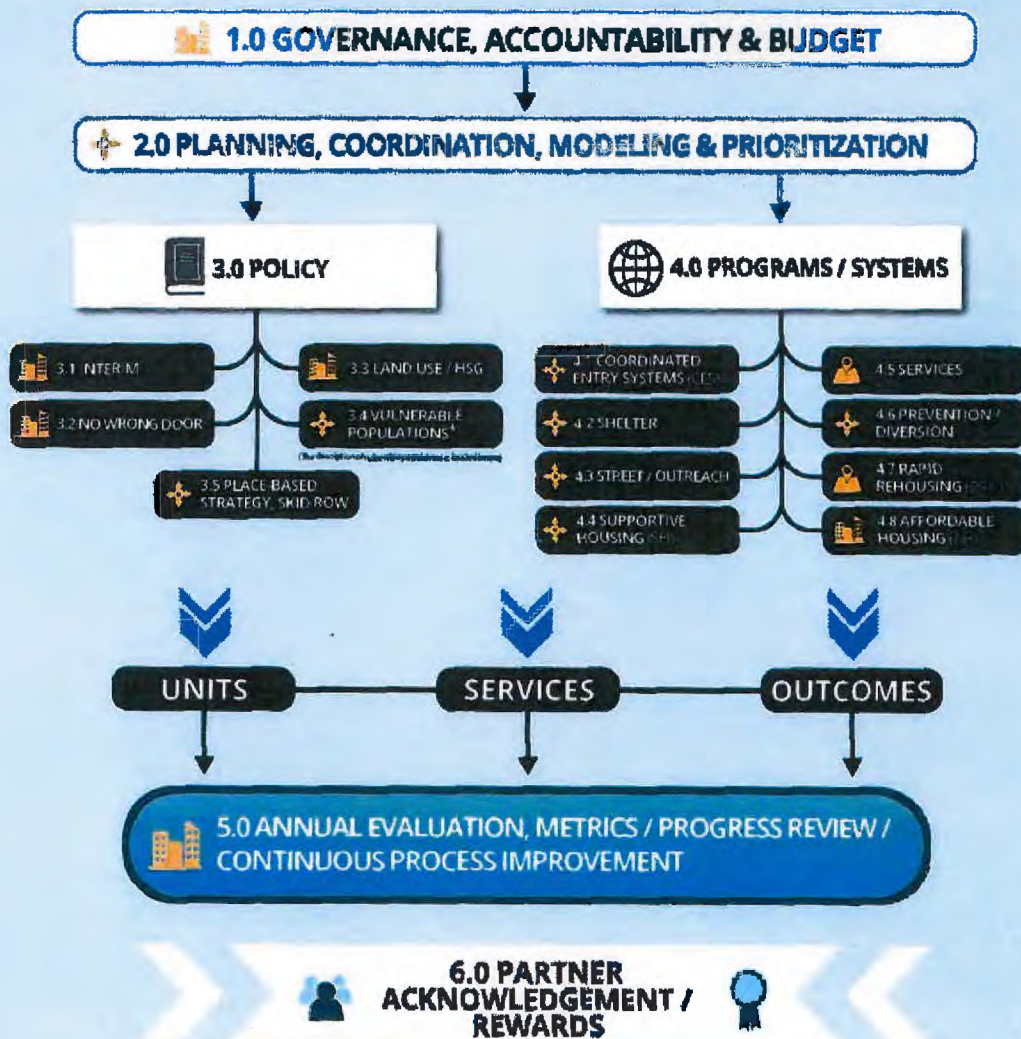
Attachments
1. Comprehensive Homeless Strategy Structure
2. Comprehensive Homeless Strategy Crosswalk to Enhanced Comprehensive Homeless Strategy - Summary
3. Comprehensive Homeless Strategy First Quarter (Q1) Strategy Briefs
4. Comprehensive Homeless Strategy First Quarter (Q1) Metrics – Strategy-level Report
5. Comprehensive Homeless Strategy First Quarter (Q1) Metrics – Headline Summary
6. Index of Abbreviations

RHL:YC:MB:SRB:162000039

Attachment 1: Enhanced CHS Structure

End Homelessness in the City of Los Angeles.

City of Los Angeles is committed to improving the lives of Angelenos who are experiencing homelessness and housing instability. We will accomplish this by developing and implementing an array strategies that focus on the outcomes we need to house our most vulnerable citizens.

1.0 GOVERNANCE, ACCOUNTABILITY & BUDGET

2.0 PLANNING, COORDINATION, MODELING & PRIORITIZATION

3.0 POLICY

- 3.1 INTERIM
- 3.2 NO WRONG DOOR
- 3.3 LAND USE / HSG
- 3.4 VULNERABLE POPULATIONS*
- 3.5 PLACE-BASED STRATEGY, SKID ROW

4.0 PROGRAMS / SYSTEMS

- 4.1 COORDINATED ENTRY SYSTEMS (CES)
- 4.2 SHELTER
- 4.3 STREET / OUTREACH
- 4.4 SUPPORTIVE HOUSING (SH)
- 4.5 SERVICES
- 4.6 PREVENTION / DIVERSION
- 4.7 RAPID REHOUSING (RRH)
- 4.8 AFFORDABLE HOUSING

UNITS — **SERVICES** — **OUTCOMES**

5.0 ANNUAL EVALUATION, METRICS / PROGRESS REVIEW / CONTINUOUS PROCESS IMPROVEMENT

6.0 PARTNER ACKNOWLEDGEMENT / REWARDS

STAKEHOLDER ENGAGEMENT / STRATEGIC COMMUNICATIONS

RESPONSIBLE ENTITY LEGEND: City   County   All

*Vulnerable populations include at a minimum: youth, DV, veterans, families, single adults, CH, women, elderly, persons with pets, LGBTQ, persons with disabilities.

Attachment 2: Comprehensive Homeless Strategy Crosswalk to Enhanced Comprehensive Homeless Strategy - Summary

Original Strategy	Enhanced Strategy	Report or Council File
Completed		
5A - Establish Homelessness Coordinator	N/A	CF 15-1138-S1: FY 2016-17 Q1 QPR
5B - Establish Homeless Strategy Committee	N/A	CF 15-1138-S1: FY 2016-17 Q1 QPR
Completed and Ongoing		
3A - Standardize First Responder Training for Homeless	4.3 -Program/Systems: Street Outreach	HSC Verbal Report from LAPD, LASAN, & LAHSA 6/29/17
3B - Develop Encampment Engagement Protocol Homeless	4.3 -Program/Systems: Street Outreach	HSC Verbal Report from LAPD, LASAN, & LAHSA 6/29/17
	4.3 -Program/Systems: Street Outreach	LASAN, & LAHSA 6/29/17
3D - Expansion of Jail In-Reach	4.6 - Programs/Systems: Prevention/Diversion	CHS Quarterly Performance Reports
5E - Create Regional Homelessness Advisory Council	1.0 - Governance, Accountability & Budget	HSC Report from LAHSA 5/25/17
6E - Evaluate Homeless Navigation Centers	3.1 - Policy: Interim	HSC Report from LAHSA 10/24/17
7A - Shelter System Personnel Need for Bridge Housing Conversion	4.2 - Program/Systems: Shelter	CF 15-1138-S31 & 15-1138-S2: CAO Reports to Council 6/19/19
7F - Linkage Fee Nexus Study	4.8 - Programs/Systems: Affordable Housing	CF 17-0274: Ordinance
7H - Facilitate Utilization of Federal Housing Subsidies	4.8 - Programs/Systems: Affordable Housing	HSC Report from HACLA 2/22/18
9A - Employ Homeless Adults by Supporting Social Enterprise	4.5 - Programs/Systems: Services	CHS Quarterly Performance Reports
9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	4.5 - Programs/Systems: Services	CHS Quarterly Performance Reports
9D - Centralized Homeless Donation Coordination in LA County	2.0 - Planning, Coordination, Modeling & Prioritization	C.F. 15-1138-S1S
10B - Establish the Homeless Services Trust Fund	1.0 - Governance, Accountability & Budget	CHS Quarterly Performance Reports
Ongoing		
3E - Integration with County Health Sobering Centers	4.5 - Programs/Systems: Services	N/A
4A - Strengthen CES Technology, Staffing & Standardization	4.1 - Programs/Systems: Coordinated Entry System (CES)	N/A
4B - Strengthen Departmental Support for Homeless Case Managers	2.0 - Planning, Coordination, Modeling & Prioritization	N/A
4C - Strengthen CES Data Sharing and Tracking	4.1 - Programs/Systems: Coordinated Entry System (CES)	LAHSA CES Dashboards
4D - Discharge Data Tracking System and Planning Guidelines	4.6 - Programs/Systems: Prevention/Diversion	N/A
4E - Supportive Services Standards for Subsidized Housing	4.4 - Programs/Systems: Supportive Housing	HSC Report from HACLA 2/22/18
4F - Integration and Strengthening of Family and TAY CES	4.1 - Programs/Systems: Coordinated Entry System (CES)	N/A
5C - Establish Regional Intergovernmental Coordination	1.0 - Governance, Accountability & Budget	N/A
5D - Evaluate LAHSA JPA	1.0 - Governance, Accountability & Budget	N/A
5F - Coordinate Homeless Support with LAUSD	1.0 - Governance, Accountability & Budget	N/A
6A - Co-Locate Homeless Services Within Homeless Storage Facilities & Create New Facilities	4.3 -Program/Systems: Street Outreach	HSC Report from LAHSA 10/24/17
6B - Establish Citywide Safe Parking Program	4.3 -Program/Systems: Street Outreach	HSC Verbal Report from LAHSA 11/16/17
6C - Establish Citywide Mobile Shower and Public Restroom System	4.3 -Program/Systems: Street Outreach	CF 17-1092: Report from CAO to Council 12/4/17
6D - Identify Public Land for Homeless Facilities	3.3 - Policy: Land Use & Housing	N/A
6F - Expand Access to Public Restrooms	4.3 -Program/Systems: Street Outreach	CF 17-1092: Report from CAO to Council 12/4/17
7B - Expand Rapid Re-Housing	4.7 - Programs/Systems: Rapid Rehousing	N/A
7C - Expand Adaptive Reuse for Homeless Housing	3.3 - Policy: Land Use & Housing	CF 17-1432: Ordinance
7D - Using Public Land for Affordable and Homeless Housing	4.8 - Programs/Systems: Affordable Housing	HSC Verbal Report from CAO & HCID
7E - Annualize Joint Affordable & Homeless Housing Reports	5.0 - Annual Evaluation, Metrics/ Progress Review/Continuous Process Improvement	N/A

Attachment 2: Comprehensive Homeless Strategy Crosswalk to Enhanced Comprehensive Homeless Strategy - Summary

Original Strategy	Enhanced Strategy	Report or Council File
7G - Implement Existing & Recommend New CEQA Zoning Reforms	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
7I - Regional Coordination of LA City & County Housing Authorities	2.0 - Planning, Coordination, Modeling & Prioritization	HSC Report from HACLA 2/22/18
7J - Housing Choice Vouchers for Permanent Supportive Housing	4.4 - Programs/Systems: Supportive Housing	HSC Report from HACLA 2/22/18
7K - Development of Second Dwelling Units Pilot Program	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
7L - Establish Planning and Zoning Policy on Homeless Micro Units	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
7M - Reform Site Plan Review Ordinance for Homeless Housing	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
7N - Evaluate Youth Housing Needs	3.4 - Policy: Vulnerable Populations	N/A
7O - Expanding Emergency Shelter and Improving Access	4.2 - Program/Systems: Shelter	HSC Report from LAHSA 10/24/17
7P - Study Shared Housing Programs	4.8 - Programs/Systems: Affordable Housing	N/A
7Q - Support House LA Initiative	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
7R - Expand Access to Flexible Housing Programs	2.0 - Planning, Coordination, Modeling & Prioritization	N/A
7S - Preservation of Affordability Covenants	4.8 - Programs/Systems: Affordable Housing	CF 17-0027: AAHTOES Request for Proposals
7T - Homeless Prevention and Diversion Programs	4.6 - Programs/Systems: Prevention/Diversion	N/A
8A - Analyze City-Wide Zoning for Homeless Housing	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
8B - Review Transfer of Floor Area Rights (TFAR), Greater Downtown Housing Incentive Area (GDHIA), & Density Bonus Programs for Homeless Housing Inclusions	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
8C - Revise Parking and Trip Credit Guidelines for Homeless Housing	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
8D - Reestablish Mello Act Guidance	3.3 - Policy: Land Use & Housing	CF 15-0129: Report
9C - Employment Development Programs for Homeless Youth	4.5 - Programs/Systems: Services	N/A
9E - Homelessness Prevention for Former Foster Care Youth	4.6 - Programs/Systems: Prevention/Diversion	N/A
9F - Expand Youth Homeless Services	4.5 - Programs/Systems: Services	N/A
9G - Emergency Shelter for Homeless Individuals with Pets	3.4 - Policy: Vulnerable Populations	N/A
9H - Proposals to Assist Homeless Individuals and Their Pets	3.4 - Policy: Vulnerable Populations	N/A
9I - Employment Development for Homeless Individuals with Pets	3.4 - Policy: Vulnerable Populations	N/A
9J - Social Impact Financing/Pay for Success	2.0 - Planning, Coordination, Modeling & Prioritization	N/A
9K - Women's Homelessness - Domestic Violence	3.4 - Policy: Vulnerable Populations	N/A
9L - Women's Homelessness - Employment Development	3.4 - Policy: Vulnerable Populations	N/A
10A - Full Funding for Affordable Housing Trust Fund	1.0 - Governance, Accountability & Budget	N/A
10C - Augment Supportive Housing Loan Fund & New Generation Fund	1.0 - Governance, Accountability & Budget	N/A
10D - New Funding Programs and Guidelines	4.4 - Programs/Systems: Supportive Housing	Proposition HHH Committees
10E - CAO and CLA Report on Desired Strategies	1.0 - Governance, Accountability & Budget	N/A

1.0 – Governance, Accountability, & Budget

Goal: Administrative infrastructure to oversee successful execution of CHS.

Ongoing Responsibilities

Lead: HSC

Responsibilities:

- Oversight and recommendations to Mayor and City Council.

Quarterly Update:

- HSC reviews staff reports related to the Comprehensive Homeless Strategy and the City's other efforts to address homelessness, and makes recommendations to the Mayor and City Council.

Lead: CAO/CLA/Mayor

Responsibilities:

- Accountability and departmental support.

Quarterly Update:

- The City Administrative Officer (CAO), Chief Legislative Analyst (CLA), and Mayor's office provide accountability and department support on an ongoing basis.

Lead: CAO

Responsibilities:

- Department and external stakeholder engagement.

Quarterly Update:

- The City Homeless Coordinator trained departments on strategy reporting requirements under the enhanced CHS in Q1 and will continue to work with departments to provide assistance as strategies are implemented.

Lead: LAHSA

Responsibilities:

- Data collection and sharing.

Quarterly Update:

- See Strategy 3.4 for LAHSA and HCID data sharing efforts.

Lead: HSC

Action Steps:

- Hold regular monthly meetings to oversee strategy implementation.
- Make recommendations for strategy amendments as needed.
- Review staff reports and recommend Mayor and City Council action.
- Evaluate and recommend amendments to the LAHSA JPA agreement, if necessary, to ensure the highest and best delivery of services to homeless residents.

Quarterly Update:

- The HSC continues to meet monthly, review staff reports and make recommendations for Mayor and City Council action.

Complete?

- No.

Lead: CAO

Action Steps:

- Establish a schedule of meetings to share information, accomplishments, challenges and support needs of City Departments.
- Establish Lived Experience Working Group and ensure ongoing engagement.
- Schedule meetings with leads as needed based on quarterly performance reporting.
- Work with other governance leads to identify topics for monthly HSC meetings.
- Track and report the status of City funds allocated for homelessness, including City General Fund allocations, Proposition HHH (Prop HHH), and State Homeless Emergency Aid Program.

Quarterly Update:

- The City Homeless Coordinator will discuss this report with the Lived Experience Working Group and schedule meetings with strategy leads as needed.
- The CAO reports quarterly on the implementation of the State Homeless Emergency Aid Program (HEAP) and, with the CLA, will report to the HSC in March 2020 with the first round of recommendations new commitments from the State Homeless Housing, Assistance, and Prevention (HHAP) Program.

Complete?

- No.

Lead: CLA

Action Steps:

- Advocate for additional homeless funding from the State and Federal Government and philanthropic organizations.

Quarterly Update:

- Funding advocacy is ongoing.

Complete?

- No.

Lead: CAO/LAHSA

Action Steps:

- Periodically evaluate the need for available funding for services, affordable housing, and permanent supportive housing (PSH).

Quarterly Update:

- The evaluation of the need for funding for services, affordable housing and supportive housing is ongoing.
- In Q2, the CAO will work with the Mayor's Office, LAHSA and other City departments on the Fiscal Year (FY) 2020-21 Homeless Budget.

Complete?

- No.

Lead: CAO/CLA

Action Steps:

- Report on opportunities to coordinate with LAUSD to provide services to students and families who are homeless or at risk of homelessness.

Quarterly Update:

- There is no new activity on this action item to report for Q1. The CAO and CLA will report in future quarters.

Complete?

- No.

Lead: CLA

Action Steps:

- Establish a collaborative regional intergovernmental relationship with Councils of Government, the Southern California Association of Governments, and the League of California Cities to coordinate homeless services, including shelter and housing resources and strategies across multiple jurisdictions.

Quarterly Update:

- The CLA has identified agencies and informal working groups where elected officials and staff from the City of Los Angeles interact with elected officials and staff from other jurisdictions on homelessness issues.

Complete?

- No.

Lead: LAHSA

Action Steps:

- Provide data on homeless system performance and report to City Homeless Coordinator and HSC are requested.

Quarterly Update:

- LAHSA provides a significant amount of data for the enhanced CHS quarterly report.

Complete?

- No.

2.0 – Planning, Coordination, Modeling, & Prioritization

Goal: Utilize available data to identify milestones and priorities for CHS implementation.

Ongoing Responsibilities

Lead: HSC

Responsibilities:

- HSC Review data analysis findings and make recommendations to the Mayor and City Council.

Quarterly Update:

- None.

Lead: CAO/CLA/LAHSA/Mayor

Responsibilities:

- Review existing LAHSA and County data analysis efforts and identify opportunities to partner to gain a better understanding of the impact of City and County work to combat homelessness.
- Make recommendations to the HSC regarding data to be used by the City for goal setting and outcome reporting and to inform resource and service targeting.

Quarterly Update:

- None.

Action Steps

Lead: HSC

Action Steps:

- Establish working group with CLA, Mayor's Office, LAHSA, and County Homeless Initiative to review available data and identify opportunities for City specific uses of data and resources.
- Working group will consider whether data is available to address the issues identified in the former strategies included in Strategy 2.0 as well as other issues related to addressing homelessness.

Quarterly Update:

- None.

Complete?

- No.

Lead: CLA/Mayor

Action Steps:

Participate in data working group

Quarterly Update:

- None.

Complete?

- No.

Lead: LAHSA

Action Steps:

- Participate in data working group. Provide data as needed and allowable in response to working group requests.

Quarterly Update:

- None.

Complete?

- No.

3.1 – Policy: Interim

Goal: Develop and implement short and medium term strategies to address unanticipated critical needs while long-term solutions are implemented.

Ongoing Responsibilities

Lead: CAO/CLA/EWDD/LAHSA

Responsibilities:

- On an as needed basis, identify critical short- and medium-term needs.
- Present to the Homeless Strategy Committee with recommended actions necessary to address the unanticipated need with recommended interim strategy.

Quarterly Update:

None.

Lead: CAO

Responsibilities:

- Facilitate departmental coordination to establish interim strategies to address critical short- and medium-term needs.

Quarterly Update:

- No new interim strategies are recommended at this time.

Lead: EWDD

Responsibilities:

- Support efforts to ensure homeless service agencies' workforce professional development needs are met.

Quarterly Update:

- None.

Strategy 3.1 – Interim

Action Steps

Lead: EWDD

Action Steps:

- Professional development and recruitment for homeless services agencies:
  - Facilitate LAHSA and WorkSource System collaboration in filling new jobs created by the significant homeless services expansion.
  - In coordination with LAHSA, establish a "Training Academy" for recruiting and training new hires.
  - Support the coordination and staffing of Regional Hiring Fairs.
  - Identify strategies to lower barriers to employment.

Quarterly Update:

- None.

Lead: CAO

Action Steps:

- A Bridge Home (ABH):
  - Coordinate reporting on this interim strategy.
  - Lead review of potential sites for City-constructed interim housing facilities.
  - Convene weekly Interim Housing/Temporary Structures Working Group to expedite implementation of ABH Initiative.
  - Coordinate with elected officials, LAHSA, and City Departments as needed.

Quarterly Update:

- In September 2019, the CAO reported to the Mayor and City Council with the status of ongoing and pending ABH projects.
- The CAO facilitated the review of eight (8) proposed interim housing sites and determined that they were feasible in Q1.
- The Mayor's Office of City Homeless Initiatives has assumed responsibility for weekly meetings to expedite program implementation.

Lead: All

Action Steps:

- Meet as needed to assess the need for additional interim strategies or recommend designating existing interim strategies as completed.

Strategy 3.1 – Interim

Attachment 3 – Enhanced Comprehensive Homeless Strategy First Quarter (Q1) Strategy Briefs

Quarterly Update:

- None.

Strategy 3.1 – Interim

3.2 – No Wrong Door

Goal: communicate a system-wide policy for No Wrong Door approach (Expansion of "No Wrong Door" Informational Campaign Citywide).

Ongoing Responsibilities

Lead: Personnel

Responsibilities:

- Facilitate implementation of "No Wrong Door" strategy.
- Provide access to "No Wrong Door" materials to participating departments and oversee Citywide implementation of "No Wrong Door".
- Collect metrics from participating departments and share progress of implementation and reach of campaign.
- Facilitate the development and implementation of a training course for front-desk staff who many interact directly with individuals who are seeking resources.

Quarterly Update:

- Revisions are being finalized for the existing No Wrong Door brochures.
- Existing No Wrong brochures are being distributed along with other resources regarding homeless services at the Personnel Department.
- The No Wrong Door task force will determine the content and cost of a training for front desk staff at City departments.
- The Personnel Department is working with the Mayor's Office to create an online training course that will educate employees on how to interact with the homeless in a way that is both helpful to the individual and safe to the employee. The storyboard for this online training course is under review by the Mayor's Office.

Lead: HSC

Responsibilities:

- Review and provide feedback on "No Wrong Door" campaign content.
- Assist with marketing the "No Wrong Door" concept to other City Departments or other agencies, such as County of LA.

Quarterly Update:

- None.

Lead: BOS

Responsibilities:

- Identify BOS facilities as "No Wrong Door" facilities and implement "No Wrong Door" strategy.

Quarterly Update:

- BOS is reviewing the "No Wrong Door" strategy and identifying BOS facilities with public counters to implement the "No Wrong Door" concept.
- Once the counter locations are identified, BOS will work with the No Wrong Door task force to provide training for the appropriate staff.

Lead: LAHSA

Responsibilities:

- Provide expertise in refinement and development of informational materials that are effective in connecting homeless persons interacting with City departments with needed non-City resources.
- Assist in developing messaging around access to the Coordinated Entry System (CES) and the broader resources available to support participants in City services who are experiencing or are at risk of homelessness.

Quarterly Update:

- None.

Lead: LAPD/RAP/Mayor

Responsibilities:

- Identify department buildings as "No Wrong Door" facilities and implement "No Wrong Door" strategy.

Quarterly Update:

- None.

Action Steps

Lead: HSC

Action Steps:

- Assist Personnel in marketing "No Wrong Door" informational campaign to other City departments and possibly outside agencies like County.

Quarterly Update:

- None

Complete?

- No.

Lead: BOS/LAPD

Action Steps:

- Identify buildings or facilities that have public counters where "No Wrong Door" informational campaign can be implemented.
- Once identified, work with Personnel on obtaining materials for a successful implementation.
- Add "No Wrong Door" website link to department website.

Quarterly Update:

- The Police Department distributes information related to 211, 311, and other homeless resources.
- A link to the No Wrong Door webpage on the Personnel Department website will be posted to the Los Angeles Police Department (LAPD) website.

Completed?

- No.

Lead: LAHSA

Action Steps:

- Provide expertise in refinement and development of informational materials that are effective in connecting homeless with right resources.
- LAHSA will assist in developing messaging around access to the CES and the broader resources available to support participants experiencing or at risk of homelessness.

Quarterly Update:

- LAHSA helped facilitate discussions to develop a resource guide for City Departments and those they serve to better connect with various homeless resources.
- LAHSA created a draft portal for the "Get Help" page on LASHA's website.
- The City and other entities can direct staff and clients to this resource library that will include, but not be limited to City resources, including access points/centers, safe parking resources, prevention, domestic violence (DV) resources, Veteran resources, food banks, laundry services, and showers, among others.
- LAHSA is also exploring creating a searchable database for service providers and referring partners can update. LAHSA will be meeting with potential technology vendors in Q2.

Complete?

- Yes

Lead: Mayor's Office

Action Steps:

- Work with the Personnel Department to develop a training course for front-desk staff.
- Identify buildings or facilities that have public counters where "No Wrong Door" informational campaign can be implemented.
- Once identified, work with Personnel on obtaining materials for a successful implementation.
- Add "No Wrong Door" website link to department website.

Quarterly Update:

- The Mayor's Office is working with the Los Angeles County Psychological Association (LACPA) to develop training for City staff.
- LACPA is seeking opportunities for its member psychologists to use their skills in conflict mediation, de-escalation techniques, and rapport building to increase the competence and confidence of City staff in their ability to assist people who are homeless and seeking assistance.
- The Mayor's Office Homeless Help Desk continues to be a thriving access point for people who are homeless in the downtown area, engaging with 130-140 people each month, and providing referrals and resources.

Complete?

- No.

Lead: Personnel

Action Steps:

- Work with LAHSA to revise and refine existing "No Wrong Door" informational materials in order to incorporate current entry points for homeless outreach.
- Work with each participating City Department to implement their "No Wrong Door" informational campaign by providing access to materials, such as brochures, posters, or decals.
- Work with LAHSA to evaluate utilizing the Los Angeles Homeless Outreach Portal (LA-HOP) and possible data collection/reporting opportunities.
- Identify ways to expand the No Wrong Door concept to train City employees to refer persons experiencing homelessness to CES through LA-HOP or other methods.
- Work with stakeholders to develop an eLearning course for City employees related to "No Wrong Door" with the objective of understanding the underlying issues of homelessness, promoting awareness of strategies to reduce homelessness, the available resources for homeless individuals, and ways to assist the homeless.
- Work with LAHSA and the Mayor's Office to develop a training course for front-desk staff.

Quarterly Update:

- The link to the No Wrong Door webpage has been provided to participating departments to add to their respective websites.

Completed?

- No.

Lead: RAP

Action Steps:

- Identify buildings or facilities that have public counters where "No Wrong Door" informational campaign can be implemented.
- Once identified, work with Personnel on obtaining materials for a successful implementation.
- Add "No Wrong Door" website link to department website.

Quarterly Update:

- Once new "No Wrong Door: materials are developed, the Department of Recreation and Parks (RAP) will distribute them at its public counters.
- RAP has added the "No Wrong Door" website link LAparks.org.

Complete?

- No.

Lead: RAP

Action Steps:

- Train Staff on new materials and resources on "No Wrong Door".

3.3 – Policy: Land Use & Housing

Goal: Identify and implement equitable and inclusive short, medium and long-term land use policies and development strategies to maximize temporary and permanent housing opportunities for persons experiencing.

Ongoing Responsibilities

Lead: DCP

Responsibilities:

- Identify Citywide land use initiatives to facilitate shorter development timelines and reduce costs for the development of affordable housing projects for persons at-risk of homelessness to be adopted as appropriate.

Quarterly Update:

- DCP continues work to evaluate tools to facilitate and streamline the development of affordable housing opportunities, including monitoring changes to state law that would help to accomplish this goal and preparing for implementation of new state laws.

Lead: DCP

Responsibilities:

- Evaluate additional Citywide land use initiatives to facilitate the development of temporary and permanent housing opportunities for persons experiencing homelessness and persons at-risk of homelessness.

Quarterly Update:

- DCP continues work to evaluate tools to facilitate and streamline the development of temporary and permanent housing opportunities, including monitoring changes to state law that would help to accomplish this goal and preparing for implementation of new state laws.

Lead: DCP

Responsibilities:

- Identify opportunities for the creation of additional housing capacity.

Quarterly Update:

- In Q1, HCID submitted an application to the Los Angeles County Treasurer and Tax Collector's Chapter 8 Sales Agreement process to acquire sixteen (16) tax-defaulted properties for the development of affordable and supportive housing. If the tax-defaulted properties are not redeemed by the property owner, HCID will seek City Council Approval of the purchases in Q2.

Action Steps

Lead: DCP

Action Steps:

- Monitor and evaluate effectiveness of ongoing policy efforts related to affordable housing and propose amendments as needed to further expand affordable housing opportunities Citywide.

Quarterly Update:

- LADOT, HCID, and the Office of the CAO are exploring ways to ensure replacement parking is not a barrier to developing housing on former LADOT parking lots.
- HCID and the Los Angeles Department of Transportation (LADOT) have drafted Memorandum of Understanding to reduce or eliminate the amount of replacement parking for affordable housing developments on City-owned sites.

Complete?

- No.

Lead: DCP

Action Steps:

- Revise Density Bonus ordinance to streamline approval process and provide new incentives.

Quarterly Update:

DCP continues to conduct research and identify draft concepts for inclusion in the draft ordinance. DCP continued work during Q1 to prepare an application for an SB 2 Planning Grant to fund activities relative to the preparation of the update to the Density Bonus Ordinance, including associated environmental review.

Complete?

- No.

Lead: DCP

Action Steps:

- Revise Site Plan Review ordinance to streamline approval process for housing developments.

Quarterly Update:

- In Q1, DCP continued work to prepare an application for an SB 2 Planning Grant to fund work related to a potential amendment to the City's Site Plan Review (SPR) ordinance, which could lead to a change in the threshold for SPR projects that require discretionary review.

Complete?

- No.

Lead: DCP

Action Steps:

- Adopt and implement revised Accessory Dwelling Unit (ADU) ordinance.

Quarterly Update:

- While new State ADU standards are now in effect, the City is currently pursuing the adoption of a local ADU ordinance, which would make certain adjustments based on the City's experience in implementing state law.
- In Q1, the City Council Planning and Land Use Management (PLUM) Committee recommended that the City Council request the Office of the City Attorney to prepare the final City ADU ordinance.

Complete?

- No.

Lead: DCP

Action Steps:

- Review additional zoning code barriers to the development of shelters for the homeless and initiate code updates as needed.

Quarterly Update:

- In Q1, DCP worked with the Mayor's Office and the Office of the City Attorney to evaluate entitlement and permitting processes for emergency shelters, with the goal of creating an informational document. LAHSA, the Department of Building and Safety (DBS), and the LA Fire Department (LAFD) also participated in this process.

Complete?

- No.

Lead: DCP

Action Steps:

- Evaluate and monitor effectiveness of Interim Motel Conversion ordinance and propose amendments as needed to further facilitate and streamline the use of motels for supportive and transitional housing.

Quarterly Update:

- On September 26, 2019, Governor Newsom signed AB 1197 (Santiago), which went into effect upon signature and will remain in effect until January 1, 2025, which exempted from the California Environmental Quality Act (CEQA) certain activities and actions that are approved or carried out by the City of Los Angeles related to the provision of emergency shelters and supportive housing, including the adoption of the City's Permanent Supportive Housing Ordinance (No. 185,492) and Interim Motel Conversion Ordinance (No. 185,489) in 2018.
- The Interim Motel Conversion Ordinance is awaiting resolution of litigation challenging the City's adoption of the ordinance and related CEQA approvals (LASC Case No. BS173566). The case is pending a hearing date for a request to dismiss the case on the basis of the CEQA exemption provided by AB 1197.

Complete?

- No.

Lead: DCP

Action Steps:

- Evaluate and monitor effectiveness of Permanent Supportive Housing ordinance and propose amendments as needed to further facilitate and streamline the development of supportive housing.

Quarterly Update:

- The Permanent Supportive Housing Ordinance (No. 185,492) is awaiting resolution of litigation challenging the City's adoption of the ordinance and related CEQA approvals (LASC Case No. BS173566). The case is pending a hearing date for a request to dismiss the case on the basis of the CEQA exemption provided by AB 1197.

Complete?

- No.

Lead: DCP

Action Steps:

- Adopt and implement Mello Act ordinance

Quarterly Update:

- DCP continues to collaborate with the City Attorney's Office, HCID, Council District (CD) 11, and parties originally involved in a 2000 Settlement Agreement concerning the City's implementation of the Mello Act. Ongoing discussions have begun to set parameters, methodologies, and procedures on how to achieve desired outcomes.
- DCP is preparing a draft ordinance for further discussion.

Complete?

- No.

Lead: DCP

Action Steps:

- Adopt and implement new CEQA thresholds and complete SB 743 Transition.

Quarterly Update:

- The update to the Transportation Section of the City's CEQA Thresholds Guide was adopted by Los Angeles City Council on July 30, 2019 to bring the City into compliance with SB 743 requirements ahead of the mandatory deadline.
- DCP and LADOT conducted staff trainings following adoption.

Complete?

- No.

Action Steps:

- Revise Central City Community Plan, with targeted policies and land use strategies to meet housing needs in the Skid Row community.

Quarterly Update:

- The Downtown Community Plan proposes to expand and refine the system that links growth with public benefits, through the Draft Downtown Community Benefits Program. This Program would provide a path for development projects exceeding the base development potential, up to the maximum development potential, in exchange for providing community benefits. The Program

prioritizes affordable housing requirements consistent with SB1818, followed by parks and open space, community facilities, and preservation of historic structures.

- In Q1, DCP continued work to prepare for the release of the draft Community Plan and accompanying outreach and public workshops.

Complete?

- No.

Lead: DCP

Action Steps:

- Create additional housing capacity through adoption of Community Plan Updates and Transit Neighborhood Plans (TNP).

Quarterly Update:

- DCP is in the process of updating the City's 3S Community Plans, which guide policy and land use in Los Angeles's neighborhoods. The City updates the Community Plans periodically to reflect changes in the areas they govern, ensuring the plans remain effective tools for guiding growth.

Complete?

- No.

Lead: DCP

Action Steps:

- Analyze opportunity sites, and identify whether any further zoning changes are needed to facilitate streamlined supportive housing development on those sites.

Quarterly Update:

None.

3.4 – Policy: Vulnerable Populations

Goal: Create system-level policies/priorities to address the needs of vulnerable populations and ensure programs address their unique needs.

Ongoing Responsibilities

Lead: All

Responsibilities:

- Pursue policy development that leads toward minimizing homelessness for these vulnerable populations.

Quarterly Update:

- Homeless to Hired Summit:
    - On September 30, 2019, the City of Los Angeles, EWDD, the Robert's Enterprise Development Fund (REDF), the County of Los Angeles, and other partners hosted a policy summit titled "A Pathway Forward: Homeless to Hired Summit." During this event, the Social Policy Research Associates shared evaluation findings of the Los Angeles Regional Initiative for Social Enterprise (LA:RISE) as part of the Workforce Innovation Fund Grant EWDD received from U.S. Department of Labor. From 2015 through 2018, the LA:RISE pilot program linked social enterprises to the City's WorkSorce system and provided help in finding employment or retaining permanent employment to the City's hardest-to-employ. The LA:RISE evaluation report was forwarded to the City's Workforce Development Board for further consideration and policy review.
- LA:RISE ABH Project Pilot:
    - The EWDD received $1 million of City General Funds for Los Angeles Regional Initiative for Social Enterprise (LA:RISE) related ABH Project Activities. The EWDD will deploy this funding to provide transitional employment and job placement services through LA:RISE to a minimum of 150 persons residing at ABH sites. The proposed linkage between the ABH sites and LA:RISE is an excellent opportunity to leverage resources and work more efficiently. The interim housing provided through the ABH program helps stabilize individuals experiencing homelessness, and provides a potential cohort of participants that would benefit from the LA:RISE program.

Lead: DVA

Responsibilities:

- Advise and provide guidance on the development and coordination of City's domestic violence programs, and make recommendations regarding legal advocacy, legislation and victims' services, and permanent housing support for domestic violence survivors.

Quarterly Update:

- The Domestic Violence Alliance (DVA) will request funding from the City's Homeless, Housing, Assistance, and Prevention (HHAP) grant from the State of California.

Lead: EWDD

Responsibilities:

- Provide homeless job seekers with intensive case management, training services, training stipends, supportive services, on-the-job training or paid work-experience, with the goal of securing competitive unsubsidized employment.

Quarterly Update:

- During FY 2019-20, the LA:RISE service model will place a minimum of 850 individuals in transitional employment, utilizing County Measure H and City General Funds ($3 million City General Fund to support 450 clients and $3 million from County Measure H to support 400 clients).
  - As of September 30, 2019, a total of 250 participants had received subsidized transitional employment with Program Year 2019-20 funds, 130 City for City General Fund, and 120 for County Measure H.
  - A minimum of 50 percent of enrolled participants (425) will be placed in unsubsidized, competitive employment.

Lead: HCID

Responsibilities:

- Asset management and needs assessment(s) to evaluate accessibility/aging in place for aging persons and persons with disabilities (to also include HACLA).

Quarterly Update:

- HCID has developed a new database to collect and centralize the information pertaining to the rental of senior housing in order to track and monitor relevant rental housing data.
- As new independent living senior rental units are built, and existing units are removed from the rental market or lost, the database will allow staff to track and record changes to available senior rental housing.

Lead: LAHSA/HCID

Responsibilities:

- Ongoing evaluation of homeless programs and service accessibility for vulnerable populations identified in this strategy.

Quarterly Update:

- LAHSA and HCID are working together to implement the recommendations from the Ad Hoc Committees on Women and Black People Experiencing Homelessness, including conducting research, by engaging people who have been unsuccessful in accessing appropriate housing and services to understand barriers; and participants who have had successful outcomes to determine success factors. LAHSA will conduct a comprehensive CES Triage Tool Evaluation based on this research.
- LAHSA is examining opportunities to train mainstream systems of care (Mental Health, Public Social Services, Children and Family Services, Health Services) so that there can be greater opportunities to help clients involved with these systems and avoid the homeless services system; connecting them instead to appropriate, culturally sensitive services before they become homeless.
  - LAHSA is training several mainstream systems in problem-solving as part of an overall strategy to support problem-solving for clients across systems.
  - LAHSA is also identifying how mainstream systems can connect families more proactively to other services prior to homelessness instead of the homeless services system.
- LAHSA will review the most recent data on black people's engagement with homeless prevention programs to begin a racial equity analysis to determine how to strengthen and expand homelessness prevention programs that include and benefit individuals and families with children.

Lead: LAHSA

Responsibilities:

- Ongoing evaluation of program and service accessibility for persons with animals (pets and service animals).
- Ongoing evaluation of program accessibility.
- Ongoing engagement with County partners.

Quarterly Update:

- LAHSA provides trainings and information for Service Animals at the start of all program contracts and through technical assistance. LAHSA will create more web-based trainings focusing on assistance animals to support easier access to training information.
- LAHSA's Service Animal policy will be updated to incorporate Emotional Support Animals.
- LAHSA is partnering with the County Department of Health Services (DHS) to provide training on the Interim Housing Minimum Practice Standards and program requirements, including the topic of service animals.

Lead: ASD/LAHSA

Responsibilities:

- Continued implementation of programs that reduce barriers for entry to people experiencing homeless with pets to shelters.

Quarterly Update:

- LAHSA worked with City and County partners to create the Interim Housing Minimum Service and Operations Practice Standards for all interim housing programs in the City and County to follow, regardless of funding source or provider location.
    - The Interim Housing Minimum Service and Operations Practice Standards direct all interim housing programs to accept all eligible participants with service animals per Americans with Disabilities Act (ADA) requirements. Additionally, programs must provide reasonable accommodations for people with emotional support animals.
- LAHSA is planning to incorporate "Pet Days" as ABH facilities open for mobile animal clinics to be onsite for animal treatment (shots, spaying/neutering, etc.).

Lead: DOD/LAHSA

Responsibilities:

- Pursue policies that enhance and strengthen relationships with system providers, including housing, legal, medical, and homeless service systems to minimize and prevent homelessness for low income/fixed income seniors and persons with disabilities.

Quarterly Update:

- LAHSA has formed a working group with multiple organizations including WDAC's Adult Protective Service and homeless providers' outreach teams in Service Planning Areas 1, 4, 5, 8, to understand what is driving seniors into homelessness. These efforts allow for weekly outreach/in-reach at senior centers and senior meal sites, as well as dedicated case management.
- LAHSA has also partnered with the Corporation for Supportive Housing (CSH), and The Los Angeles Aging & Advocacy Coalition to provide cross training for both the Aging and Homeless Services System for the purpose to bridge the divide between homeless services and aging sector, to build knowledge and capacity through a series of learning convenings. These convenings facilitate open dialogue, questions, and sharing.
- The working group has found important indicators to understand and address the needs of older adults:
    - Benefits and income for aging persons have not kept up with rents. From 2012 to 2017, average rents in LA County increased at three times the rate of the cost-of-living adjustments to Social Security income, and twice the rate of median household income for seniors.
    - There are 125,000 low-income seniors in the City of Los Angeles and only 7,800 affordable units for seniors.

- o 60 percent of unsheltered people above the age of 55 said their homelessness was due to unemployment or financial reasons, including eviction or foreclosure.
- o How to prevent homelessness:
  - ▪ Perform outreach to enroll qualifying seniors in Supplemental Security Income (SSI), VA benefits, and other benefits.
  - ▪ Provide legal assistance and temporary rental subsidies to help people stay in their homes.
  - ▪ Partner with Adult Protective Services to ensure LAHSA staff are available to seniors calling their hotline, so they can be connected quickly to prevention services and other homeless programs.
- o How to help seniors experiencing homelessness:
  - ▪ Perform weekly outreach at senior centers and senior meal sites.
  - ▪ Work with DHS to make more dedicated interim housing beds available to seniors.
  - ▪ Ensure prioritization of services for the most vulnerable individuals.

Action Steps

Lead: DVA/HCID

Action Steps:

- Develop and implement a Citywide policy of serving survivors of domestic violence and explore how to best deploy flexible funding targeted for domestic violence survivors.

Quarterly Update:

- DVA with HCID support will request HHAP funding.
- An evaluation of the Housing First model is forthcoming to inform policy gaps and assess program effectiveness.

Complete?

- No.

Lead: LAHSA

Action Steps:

- Develop and implement a Citywide policy of serving survivors of domestic violence and explore how to best deploy flexible funding targeted for domestic violence survivors.

Quarterly Update:

- LAHSA received $5 million from the U.S. Department of Housing and Urban Development to provide 177 new rapid re-housing slots for domestic violence survivors, as well as 15 new domestic violence transitional housing beds. This funding will support efforts for increased

alignment of the DV and homeless service system by way of new DV housing navigators and added capacity for mobile case management.

- The LAHSA Commission and the LA CoC Board approved the Housing Protections under the Violence Against Women Act (VAWA) in the Los Angeles Continuum of Care in 2018, to ensure the provision of safe housing environments for survivors of domestic violence, dating violence, sexual assault, and stalking, in accordance with the federal act. LASHA's policy extends housing protections to include individuals experiencing human trafficking as well. This policy requires all LAHSA-contracted permanent housing providers to establish procedures and protections for survivors by way of early lease terminations, lock changes, funds for property damage, lease bifurcations, and emergency transfer plans.
- To implement the policy, LAHSA hired two consultants to convene a VAWA Taskforce comprised of housing services, domestic violence, sexual assault, and human trafficking providers, as well as relevant city and county agencies, advocates, and people with lived experience.
- Once policy is approved, LAHSA plans to conduct a webinar series to educate and train providers on the unique housing needs of survivors, as well as the protections under LAHSA's VAWA policy.

Complete?

- No.

Lead: LAHSA/HCID

Action Steps:

- Develop a plan and timeline - identify and prioritize areas of need and urgency.
- Create master list of programs and resources with updated contacts
- Identify and convene stakeholders, including persons with lived experience from vulnerable populations, to address barriers and identify solutions and provide ongoing feedback.
- Assist with training and implementation of responsibilities for providers, program operators, and system partners
- Gaps analysis to assess for and identify needs to improve accessibility of programs and services to ensure full inclusion for vulnerable and/or underserved persons.
- Identify and procure funding to support program and service enhancements to ensure programs and services are accessible for vulnerable populations.
- Identify and procure funding to support capital improvements to ensure housing (including interim housing and congregate living facilities) are accessible for older adults, people with disabilities, persons with animals.
- Develop and implement best practices training for providers and system partners on providing quality, culturally relevant and culturally sensitive services for vulnerable and underserved populations.
- Provide trauma and resiliency informed care training to all newly funded DV shelters.

Quarterly Update:

- HCID has provided DV/HTSO and FSC service providers with trauma-informed care training. A second round will provide training for HOPWA service providers, DV agencies contracted by LAHSA as well as the LA RISE network.
- HCID, in collaboration with EWDD, will provide a CalJobs training to DV/HTSO agencies by the end of 2019 to support job-seeking efforts within the domestic violence community.

Complete?

- No.

Lead: LAHSA/DVA

Action Steps:

- Advance goals and recommendations made by the LAHSA Ad Hoc Committee on Women's Homelessness, Downtown Women's Action Coalition, Domestic Violence Homeless Services Coalition, and Black People experiencing homelessness.

Quarterly Update:

- LAHSA has:
  - Joined the Government Alliance on Race and Equity (GARE) cohort to develop a Racial Equity Plan for infusing a racial equity and trauma-informed lens into all aspects of the agency's work.
  - Engaged with LA City and County leadership to advance the Committee's recommendations through enhanced cross-system collaboration.
  - Focused on resources to train staff in implicit bias, cultural competency, institutional racism, and trauma-informed care.
  - Advocated at the state and local level for expanding tenant protections and for the production and preservation of affordable housing.
  - Is hiring a Director of Equity and a Racial Equity Consultant to create a strategic Action Plan, to prioritize and organize the work for all partners involved on the implementation of all Ad Hoc recommendations.

Complete?

- No.

Lead: LAHSA/EWDD

Action Steps:

- Identify funding opportunities to augment LAHSA-funded Rapid Rehousing programs in order to help clients sustain their housing when the subsidy decreases to ensure housing retention. Work will include engaging the Workforce Development Board.

Quarterly Update:

- Currently, program participants enrolled in Rapid Re-Housing (RRH) programs are able to access the Shallow Subsidy programs. All RRH programs across the County, regardless of funder, can access or refer into the Shallow Subsidy program. The Shallow Subsidy program offers a flat subsidy that is applied towards a participant's rent. The subsidy could potentially last up to five years, given eligibility.
- The Home 2 Work program is being piloted with three agencies to connect RRH and Prevention program participants with the American Job Career Centers, which assess, and provide training, employment-focused case management, and placement.
- During LAHSA's RRH DV/Intimate Partner Violence Learning Community, the Hospitality Training Academy shared the details of its job placement programs with RRH and DV service providers, as well as its referral process for participating in the program. The Hospitality Training Academy will provide the DV and human trafficking survivor population with training in hospitality and food services, as well as connections to union employment, all while providing case management to survivors and wrap-around services.

Complete?

- No.

Lead: ASD

Action Steps:

- Ensure compliance with Citywide policy on serving homeless people with pets.

Quarterly Update:

- During site visits of LAHSA-contracted interim, crisis and bridge housing facilities, HCID staff review each shelter's implementation of requirements to allow clients to bring pets into the facilities.
- HCID observed full compliance during each site visit during the reporting period.

Complete?

- No.

Lead: All

Action Steps:

- Create a data-sharing working group to look at gaps in data.

Quarterly Update:

- Both LAHSA and HCID have recently implemented new data gathering technology across Los Angeles systems.

3.4 – Policy: Vulnerable Populations

- A data-sharing working group will convene after Q2, when there is enough data in the system to assess needs and strategize solutions.

Complete?

- No.

3.5 – Policy: Place-based Strategy, Skid Row

Goal: Develop an inclusive place-based strategy for people experiencing homelessness on Skid Row that focuses on Community Engagement, Housing Development (interim, permanent, and supportive), Safety and Sanitation, Employment and Economic Opportunity, Health and Wellness, Accessibility and Service Provision.

Ongoing Responsibilities

Lead: CAO

Responsibilities:

- Coordinate with Strategy leads. Track progress toward developing Skid Row Strategy.
- Assess property available to establish new facilities to meet the needs of the Skid Row community.

Quarterly Update:

- None.

Lead: Mayor/CD 14

Responsibilities:

- Connect with existing stakeholders, City departments, the County, and providers to assess both the specific and immediate needs of the Skid Row Community.

Quarterly Update:

- None.

Lead: HSC

Responsibilities:

- Ensure development and implementation of other strategy areas, both Policy and Programs, are reflected in Skid Row and have meaningful impact.
- Examine and track effectiveness of a place-based model, best practices, and identify portability for other place-based efforts to combat homelessness.

Quarterly Update:

- None.

Lead: DCP/HSC

Responsibilities:

- Develop strategy for Skid Row Long-Term Planning and make recommendations to Mayor and City Council.

Quarterly Update:

- The Mayor's Office has taken an inclusive approach to engaging Skid Row residents, advocates, and stakeholders in the development of the 2040 Downtown Los Angeles City plan.
- This term, the Mayor's team, along with City Planning, has created collateral, hosted listening sessions and created feedback portals to inform, empower and engage Skid Row stakeholders in the 2040 planning.
  - o Feedback has identified inclusionary zoning for affordable, deeply affordable and PSH housing units as well as a mandate for 25 percent affordable housing in all new developments in Skid Row and the greater DTLA area.
  - o Stakeholders also asked for the prohibition of alcohol- and cannabis-based businesses in Skid Row to protect Skid Row residents fighting addiction.
- In conjunction with engagement of Skid Row Stakeholders, the Mayor's Office has also engaged Non-Profit Housing Developers in listening sessions to understand how to support and incentivize housing in Skid Row and Downtown LA. The Housing Crisis Solutions Team has already begun to execute responses from these sessions.

Action Steps

Lead: CAO

Action Steps:

- Assess properties and physical sites for various housing and service interventions.
- Identify placement(s) for storage programming.

Quarterly Update:

- None.

Complete?

- No.

Lead: DCP

Action Steps:

- Increase access to hygiene resources (showers, bathrooms, drinking water).
- Revise Central City Community Plan, with targeted policies and land use strategies to meet housing needs in the Skid Row community.

Quarterly Update:

- None.

Complete?

- No.

Lead: HSC

Action Steps:

- Identify immediate and long-term interventions to address public health issues in Skid Row.
- Present key findings and replicable best practices to Mayor and City Council.

Quarterly Update:

- The Mayor's Office has focused on improving street conditions and insuring that Skid Row is a safe environment for all of its residents and stakeholders with storage, health and hygiene services, litter abatement, and access to clean drinking water as provided through the Bin and Pit Stop programs, the ReFresh Spot, and Street Clean Team.
- In addition, the Mayor's Office has coordinated with the Bureau of Sanitation (BOS) and LAPD to develop a more responsive street strategy to craft more thoughtful and robust approaches to addressing illicit activities that victimize our most vulnerable through drug distribution, human trafficking, and loan sharking. Coordination with the Bureau of Street Services has focused on increased lighting and ADA accessibility in Skid Row.
  - o In Q2, the Mayor's Office will increase capacity in our programmatic and service measure and begin implementing strategies with departmental partners.

Complete?

- No.

Lead: Mayor/CD 14/HSC

Action Steps:

- Identify guiding principles for Skid Row Long-Term Planning (Suggested Principals: Housing Stability, Health & Safety, Balance of Services).

- Design and implement stakeholder engagement plan.
- Solicit feedback and suggestions through existing stakeholders and organizing efforts.
- Present draft strategy to Mayor and City Council for approval.

Quarterly Update:

- Guiding principles identified:
  - Collaborative Partnership Building;
  - Comprehensive Strategy for Housing and Placement;
  - Infrastructure Development Systems Coordination /Integration; and
  - Clean and Safe Streets.

Complete?

- No.

Lead: Mayor

Action Steps:

- Conduct baseline assessment of existing services and programs that serve persons experiencing homelessness.
- Through an equity lens, identify needs of especially vulnerable populations (women, older adults, families, and people of color).
- Meet regularly with other strategy leads to identify relevant overlap with Skid Row area and ensure strategic alignment.
- Partner with County Health Agency to identify opportunities for partnership on addressing public health needs.
- Through an equity lens, identify the needs of underrepresented populations.
- Meet with City departments and review relevant data on emergency responses deployed in Skid Row area

Quarterly Update:

- In Q1, the Mayor's Office met with City and County partners as well as community stakeholders and service providers to develop a comprehensive list of services, resources and programming being provided to the Skid Row Community, including both funded and unfunded programming.
- Coordination of services, resources and programs is critical to the progress and sustainability of the Skid Row community. A comprehensive database of various services, resources and programs in Skid Row will facilitate this coordination. Key components to this strategy are:
  - Reporting and Metrics - Setting measurable outcomes and objectives for outreach, programs and services;
  - Programs Integration - Connecting various services to a succession pathway; and
  - Sector Working Groups - Regular monthly conveneings for various systems of service.
- More extensive engagement and connectivity is needed between Skid Row outreach services and programs that provide services outside of regular business hours.

- In addition existing mainstream outreach efforts, there are a number of groups that conduct street engagement that have not been traditionally considered outreach. This includes medical teams, substance abuse services, and provider street teams.
    - In order to create a more robust outreach effort, the Mayor's Office recommends:
        - Increased Navigation Resources;
        - Permanent and Bridge Housing Set-asides for Outreach Teams;
        - Service Center Pop-Up Days at the BIN, ReFresh Spot, Pit Stops, etc.;
        - Outreach Strategy and Outcome Metrics; and
        - Mobilization of Non-Traditional Outreach Efforts.
- In the Q2, the Mayor's Office, Council Offices, and City partners will develop training, interventions, and capacity building support for service providers. This will include training on Trauma-informed Care, Cultural Awareness, and Implicit Bias.
    - In Q1, $500,000 was allocated from the City's HEAP grant for this effort.

Complete?

- No.

4.1 – Programs/Systems: Coordinated Entry System

Goal: Strengthen the Coordinated Entry System to function as a tool to efficiently and effectively place homeless persons into housing and/or services that meets their needs and choices.

Ongoing Responsibilities

Lead: LAHSA

Responsibilities:

- Developing procedures, tools, and trainings needed to effectively implement CES Policies.
- Build the capacity of existing and new CES participating agencies by developing and implementing training and capacity building for participating agency staff.
- Improve access, system connection, and collaboration across populations and systems to support people experiencing or at risk of homelessness accessing CES (i.e. Adults, Families with children, TAY, Vets, domestic violence).
- Enhance matching infrastructure to ensure timely and efficient placement into housing matched through CES.
- Improve data collection and quality of key system indicators for tracking homelessness.
- Strengthen regional coordination activities to ensure a consistent and coordinated regional response to homelessness.

Quarterly Update:

- Part 1 of the CES Operations Manual has been completed, including procedures for CES Access, CES Assessment, and becoming a CES Participating Agency or Referral Partner.
  - Part 1 of the CES Operations Manual will be implemented early in 2020, including training and tools, such as a new referral tool.
- LAHSA has hired a DV Manager to oversee system alignment between CES and agencies serving those experiencing domestic violence. The Manager will work across populations to ensure pathways are created between all systems. LAHSA's new Initial Access Tool, which will be implemented as part of Part 1 of the CES Operations Manual, will help ensure people are connected to the appropriate system by which they desire to be served.
- The vacancy to match timeline has decreased from an average of 15 days in 2018 to 5 days in 2019.
  - LAHSA has trained CES Matchers extensively on match procedures to ensure timely matches.
  - LAHSA staff review reports regularly to ensure matches happen quickly and any support for difficult-to-match units is provided by the LAHSA Matching team. LAHSA has also developed a procedure document for matching to PSH, which will be released during the fall of 2019.
- LAHSA has worked closely with both HCID and the Housing Authority of the City of Los Angeles (HACLA) to obtain regular housing placement data to track key system indicators.

- LAHSA is hosting CES Workshops for Adults, Youth, and Families for the purpose of ensuring it effectively responds to homelessness throughout each region.

Action Steps

Lead: LAHSA

Action Steps:

- Develop procedures for CES Policies addressing Access, Assessment, Prioritization, Matching and Evaluation.
- Develop capacity building and training opportunities for CES agencies, enhance training on CES Triage Tools, etc. Evaluate CES participating agencies with the CCAT tool to identify the type of capacity building needed. Bring quality training to agencies on specific topics such as Trauma Informed Care, Domestic Violence, Elderly/Aging, etc.
- Enhance system access through development of an all population screening tool, emphasis on and enhancement of access centers, sites, and partners, and increasing diversion training.
- Develop CES Key System Indicator Dashboard, and utilize the CES Regional Data Coordinators to enhance SPA data collection.
- Provide technical assistance to CES System Matchers, utilize continuous quality improvement to streamline and enhance the current matching process, evaluate integrating HMIS and MyOrg matching functions, and continue to improve the Match to Move-in process.
- Develop updated Case Conferencing and Care Coordination framework that is consistent with CES Policies. Provide detailed training and support to CES System Leads to implement new framework.

Quarterly Update:

- The CTA trained 547 unduplicated individuals during this reporting period from 98 unique service providing agencies. 35 courses were available through the CTA on 14 unique topics.
- LAHSA has hired the Coordinator for the Centralized Training Academy (CTA). The Coordinator has begun enhancing the current course catalogue and improving accessibility of the learning management system.
- Three (3) new CTA training organizations were identified in Q1 to offer courses on the following topics:
  - The Impact of Homelessness on Children 0-5 Years;
  - Trauma-Informed Housing and Retention;
  - Domestic Violence 101;
  - The Impact of Domestic Violence on Children;
  - Trauma-Informed Care Basics;
  - Protecting the Confidentiality of Domestic Violence Survivors;
  - Risk Assessment and Safety Planning; and
  - The Intersection of Domestic Violence and Homelessness – Domestic Violence Housing First.
- LAHSA has hired consultants to evaluate LAHSA's procurement process and provide recommendations on how procurement process improvements could reduce capacity challenges.

- LAHSA's Talent Acquisition Coordinator filled 244 vacant positions on behalf of 14 providers. The Homeless Service Professionals Job Fair was held on September 12, 2019. Over 1,100 job seekers registered, and 44 employers attended at the campus of West Los Angeles College.

Complete?

- No.

4.2 Programs/Systems: Shelter

Goal:

Increase supply of safe and accessible interim housing options across the City of Los Angeles.

Implement diversion practices that help at-risk households remain in housing and/or be placed into stable, alternative housing, and avoid entering shelter.

Enhance shelter facilities and shelter services to improve access to and accessibility of shelter.

Ensure shelter system operates as effective and efficient throughout, to move persons out of shelter and into best suited form(s) of permanent housing.

Ongoing Responsibilities

Lead: CAO

Responsibility:

- Coordinate City Departments for site identification, assessment, and Mayor and City Council approval.
- Assist BOE to resolve issues during project construction.
- Account for funds allocated for interim housing, review expenditures and reconcile with project budgets at project completion.

Quarterly Update:

- The CAO continues to assist and coordinate the identification of sites, funds, and project-management needs for all ABH programs Citywide.

Lead: LAHSA

Responsibility:

- Effectively administer City funding for Interim Housing programs. Lead on design for interim housing programs.
- Facilitate access to providers and coordinate with City departments for expeditious siting and implementation of new shelter programs and facilities.
- Develop policy designed to: reduce barriers to entry into shelter; enhance shelter programming and services;
- Improve effectiveness and efficiency of interim housing as a tool to access permanent housing.
- Act as the point for connecting shelter to other key system components.
- Ongoing engagement with County partners.

Quarterly Update:

- In an effort to better coordinate the implementation and coordination of elements of Interim Housing, LAHSA meets monthly with the County Health Agency partners DHS, DMH, and DPH have met monthly with LAHSA.
  - o This group has oriented the staff responsible for resource matching and placements and developed the Universal Referral Forms and Interim Housing Practice Standards.
- New Program Implementation:
  - ▪ St. Andrew's Place (CD 8)
    - 100 beds (serving single adults – men and women)
    - Opened on September 23, 2019
  - ▪ Gardner Library (CD 4, SD 3)
    - 30 beds for Women
    - Opened on September 16, 2019

Lead: Mayor

Responsibility:

- Ensure that all City Departments are coordinated.
- Provide political leadership for new interim housing projects and ensure accountability for City Departments.
- Review potential locations to ensure new facilities are sited where there is the greatest need.
- Identify City resources for the siting of new shelter facilities and reduce barriers to creating and implementing shelter facilities.

Quarterly Update:

- o Since 2018, the Mayor's ABH initiative has provided 519 new Interim Housing beds at nine (9) different sites located in the city of Los Angeles.
- o The ABH project coordinator works with City, County, and State partners to streamline the process determining site feasibility assessment, community outreach, overcoming barriers identified during construction, expediting the permitting process, and collaborating with outreach and service provider teams to open successful, effective bridge housing.
- o The Mayor's Office of City Homelessness Initiatives regularly visits potential interim housing sites to determine feasibility and explore possible funding sources to operate new facilities.

Lead: BOE

Responsibility:

- Design and oversee construction of interim shelter options with a focus on designing the smartest and most efficient space.
- After design, hand off to General Services for construction in consultation with providers/practitioners.
- Manage construction timelines with General Services.

Quarterly Update:

None.

Lead: GSD

Responsibility:

- Identify properties within the City portfolio for interim shelter use, including management of real estate and maintenance.
- Procurement of materials.
- Coordinate with BOE for construction.
- Identify properties within the City portfolio for interim shelter use, including management of real estate and maintenance.

Quarterly Update:

None.

Lead: LAFD

Responsibility:

- Coordinate with Building and Safety regarding code compliance, with specific reviews for fire safety.

Quarterly Update:

None.

Action Steps

Lead: LAHSA

Action Steps:

- Use previous procurement vehicles (pre-qualified list) to identify providers for all ABH sites.
- Create a master list of shelter programs and updated contacts.
- Identify provider challenges; assist with implementation of responsibilities for providers, program operators, and system partners as needed.
- Continue regular procurement to channels to identify additional opportunities for interim shelter.
- Develop, facilitate, adopt, and implement universal shelter requirements.
- Develop, test and publicly release bed availability application.
- Implement Diversion training for all shelter operators.

- Improve system and resource connection/coordination in order to improve flow from shelter to permanent housing.

Quarterly Update:

- LAHSA recommends that Bed Availability Application (Bed App) is best utilized by CES Entry Points.
  - o LAHSA is developing a training for CES Entry Points - sites equipped with Problem Solving specialists, and wrap-around services for persons who may not need shelter (or if beds are not available).
  - o LAHSA is exploring the capacity for the app to include non-shelter community services.
  - o The following new features are being developed: Program site photo; Site availability filter (ability to filter out Closed or at-capacity sites); updated landing page.
- Problem-Solving (Diversion) Integration
  - o With the goal of diverting more people from homeless service programs, a targeted push for Problem Solving practices have been implemented system-wide.
  - o In September 2019, over 120 crisis housing staff registered for the October and November Problem-Solving trainings.
    - ▪ With completion of the Problem-Solving training, staff are able to request Problem-Solving–related funding to support expeditious returns to safe and stable housing environments outside of the Interim Housing system (i.e. to facilitate returns to friends or family).
    - ▪ LAHSA expects that having trained Problem-Solving staff at every crisis housing program will result in more, and quicker, resolutions for housing crises, including for people at imminent risk of homelessness, and for those experiencing first-time homelessness. Additionally, this intervention should further assist providers in enhancing their housing-focused case management practices.

Complete?

- No.

Lead: LAHSA/HCID

Action:

- Identify needs to improve accessibility of shelters to ensure full inclusion for persons with disabilities (service animals, language access ADA/ADAA, etc.).

Quarterly Update:

- FY 2019-20 Winter Shelter Program ADA Reasonable Accommodations Training provided to new and returning shelter operators on September 5, 2019.
- County Health entities (DHS, DMH, and DPH) and LAHSA monthly coordination meetings include discussion of ADA Accommodations, with the expectation that all providers make reasonable accommodations, and accommodation plans for participants when a site cannot accommodate them. This group will also develop an ADA Terminology Guide, and reference tool for ADA requirements.

Complete?

- No.

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4.3 – Programs/Systems: Street/Outreach

Goal: Identify and assess the needs of people living in unsheltered locations and connect them to services and housing opportunities including security, hygiene, and safe sleeping resources.

Ongoing Responsibilities

Lead: BOS/LAPD

Responsibility:

- LAPD officers work with LAHSA and BOS to provide homeless outreach via HOPE Project and other outreach and provides staff for Unified Homelessness Response Center (UHRC).
- LAPD participates in community meetings and coordinates with LAHSA on needs of people experiencing street based homelessness.
- LAPD implemented Narcan for opioid response and provides mental health Intervention, de-escalation, bias, diversity training for all officers and provides a specialized Skid Row unit to better support needs in the area.

Quarterly Update:

- In Q1, LAPD played a critical role designing the new Comprehensive Cleaning and Rapid Engagement (CARE) program, which was launched on October 1, 2019.
  - o In preparation to launch this program, LAPD:
    - ▪ Provided over 1,000 hours of mental health, crisis communication, and de-escalation training to BOS and LAHSA teams to prepare them to engage in encampments with a right-sized deployment of LAPD officers; and
    - ▪ LAPD designed a zone coverage model for the CARE program by providing police radios and training to all new CARE teams.

Lead: LAFD

Responsibility:

- LAFD is frequently the first responder to health emergencies for unsheltered persons experiencing homelessness and collaborates with LAHSA to link people to services.
- LAFD also patrols encampments in high fire risk zones. LAFD conducts fire code outreach, education and enforcement to ensure safety compliance.

Quarterly Update:

- In Q1, the City Council enhanced the authority of first responders to mandatorily evacuate individuals from restricted zones of the VHFHSZ.

- o Under this expanded authority, and in collaboration with the UHRC, the City made significant improvements to its coordinated effort to bring unsheltered Angelenos to safety from inside the VHFHSZ on red flag days and during active wildfires.
- The UHRC now activates on a three (3) tiered system in response to the level of fire threat in the City.
  - o On red flag days declared by LAFD, the UHRC activates at a Tier Two (2) level to coordinate proactive evacuations of encampments from inside the VHFHSZ. During Tier Two (2) activations the UHRC stands up regional deployment centers for LAFD, LAPD, SAN, and LAHSA workers responding to encampments and helps direct resources using mapping tools inside the UHRC command post.
  - o During active fires that endanger individuals experiencing homelessness, the UHRC activates at a Tier Three (3) level to support LAFD's efforts.

Lead: LAHSA

Responsibility:

- As the lead agency for Los Angeles' Homeless Continuum of Care, LAHSA serves in a number of roles that relate to Street/Outreach strategy. These include the provision of: 1) Homeless outreach services via its Homeless Engagement Teams (HET) generalists and HET HOPE project team members; 2) Participation at the UHRC; 3) Macro Outreach Coordination; 4) Broader CES and Programmatic Support for programs that serve people who are experiencing street-based homelessness; and 5) Homeless Policy and Program guidance.

Quarterly Update:

- LAHSA has:
  - o Continued to provide homeless street outreach via its Homeless Engagement Teams and deployed two new teams in Q1 to focus on proactive outreach within the Skid Row area.
  - o Played an instrumental role in the development and launch of the CARE program.
  - o Continues to participate full-time in the UHRC, coordinating the activities of its outreach teams with the work of other City departments.
  - o Improved the regional focus of its outreach coordination efforts by breaking the SPA-level outreach coordination meetings into hub-level meetings, allowing for a more geographically targeted approach.

Lead: LAHSA/Mayor

Responsibility:

- Engage County partners who provide funding, thought leadership, program level coordination and strategic partnership to match quality services with other resources.

Quarterly Update:

- None.

Lead: Mayor

Responsibility:

- Coordinates the City's Unified Homelessness Response Center (UHRC), which co-locates leadership from critical City departments, LAHSA, and other partners in the same room at the Emergency Operations Center to respond to the street-based homelessness crisis together, in real-time, with services and engagement to bring people indoors.
- The UHRC provides a space for a more timely and effective response to street-based homelessness, leading with services and grounded in a unified incident command structure.
- In addition to implementing ABH outreach, engagement, and clean-up protocols, the UHRC leads the City's street-based homelessness strategies with all partners in the UHRC, including LAHSA, as well as with external partners in the County and CES, and with guidance from the UHRC Policy Group.

Quarterly Update:

- In Q1, the UHRC added dedicated staffing from new agencies, including the Department on Disability, the Department of Transportation, and the State Department of Transportation.
- The UHRC centralized its role in convening and coordinating the deployment of all City resources into the field to respond to unsheltered homelessness.
- The UHRC also activated in response to multiple emergencies in Q1, including red flag days, active wildfires, and inclement weather. Through these activations, and in partnership with the Emergency Management Department, the UHRC is fulfilling its mission as the City's emergency command post for unsheltered homelessness.

Lead: RAP

Responsibility:

- Coordinate with LAHSA and UHRC to provide services to encampments located in parks and provides resources at public facing counters.

Quarterly Update:

- In Q1, RAP and LAHSA launched a shared system to lead all RAP encampment cleaning operations with outreach notification and offers of services. This shared system, operated through the UHRC, brings RAP operations into closer alignment with Citywide goals to ensure all encampment cleanup operations bring unsheltered Angelenos forward on their pathway to housing.

Action Steps

Lead: All

Action Steps:

- Determine frequency of Street/Outreach workgroup meetings. Set timelines and milestones. Ongoing review and revision of action steps/project management.
- Develop training and cross training opportunities for those entities working directly with people experiencing homelessness, prioritizing key departments (e.g., BOS, LAPD, Recs and Parks).
- Expand ways to coordinate and collaborate across City family and County Departments and establish joint strategies on how to better serve people experiencing street-based homelessness.
- Partner with people experiencing homelessness, groups that represent them, and other key stakeholders to develop mutually agreeable policy recommendations that align City policies with best practices to improve service provision/connections.

Quarterly Update:

- The UHRC continues to grow in its role as the central convening body for all City work on responding to unsheltered homelessness.

Complete?

- No.

Lead: LAHSA

Action Steps:

- Continue to provide street-based outreach coordination both at UHRC and within the broader County context.
- Continue connection and coordination between the Street Outreach teams with the new ABH sites, safe parking and other interim housing opportunities.

Quarterly Update:

- In Q1, the UHRC and LAHSA opened a third Special Enforcement and Cleaning Zone around the new St. Andrews ABH program in CD 8. LAHSA led efforts to fill all beds at the new program, and in supported the expansion of services-led sanitation and law enforcement resources to the neighborhood around the new program.

Complete?

- No.

Lead: Mayor

Action Steps:

- Identify critical City Departments and their key representative(s) and mandate their participation in the Street Outreach Strategy Working Group.

Quarterly Update:

- None.

Complete?

- No.

Lead: Mayor/LAHSA

Action Steps:

- Identify other service gaps and identify their respective potential solutions, including those that impact vulnerable subpopulations.

Quarterly Update:

- In Q1, the Department on Disability joined the UHRC full-time to lead the City's work to ensure that Angelenos with a disability who are experiencing homelessness have access to critical resources.
- The DOD's UHRC coordinator will be working to ensure that the City has strong ADA-compliant policies in place for all street-level operations that impact encampments, that all City front-line workers who engage with unsheltered Angelenos have robust training to support residents with a disability, and that resources are available to support disabled Angelenos on the streets, including durable medical equipment, support with enrollment in SSI, and referrals to programs and services.

Complete?

- No.

Lead: Mayor/BOS

Action Steps:

- Expand hygiene, sanitation and storage options for people living on the streets.
- Increase diversion opportunities for people experiencing street-based homelessness.

Quarterly Update:

- In Q1, with leadership from the UHRC and BOS, the City of Los Angeles designed the CARE program to overhaul its response to engaging with unsheltered Angelenos.
- In Q1, BOS placed over 500 new trash receptacles at encampment locations identified through data as having high rates of loose litter and illegal dumping.

Complete?

- No.

Lead: Mayor/LAHSA/LAPD/BOS

Action Steps:

- Expand work with broader community (e.g., residents) around challenges and opportunities in our work to address street-based homelessness.

Quarterly Update:

- In Q1, the UHRC hired a new Regional Coordinator. The Regional Coordinator is the UHRC's lead for place-based interventions to the most acute encampments in the City by bringing together community and government partners to implement targeted, services-led engagements tailored to the specific needs of these encampments.

Complete?

- No.

4.4 – Programs/Systems: Supportive Housing

Goal: Identify and invest in the development of additional supportive housing resources for households experiencing homelessness.

Ongoing Responsibilities

Lead: HCID

Responsibilities:

- Administer the Proposition HHH Supportive Housing Loan Program (Prop HHH).
- Ensure Prop HHH-funded supportive housing units are leased using the CES.

Quarterly Update:

- The Proposition HHH Supportive Housing Loan Program 2018-19 Call for Projects Round 3 resulted in recommendation of 34 projects approved by the Administrative Oversight Committee on August 29, 2019.
- The Supportive Housing Pipeline funders working group comprised of LAHSA, HACLA, HCID, DMH, and Los Angeles County Development Authority (LACDA) meets monthly to discuss project timelines.

Lead: HACLA

Responsibilities:

- Administer the Housing Choice Voucher program.
- Participate in working groups for the development of the universal standards for PSH.
- Partner with LAHSA, the County Department of DHS, Department of DMH, and Housing Authority of the County of Los Angles to develop the universal application forms.

Quarterly Update:

- None.

Lead: LAHSA

Responsibilities:

- Partner with other strategy leads to ensure the CES can be used to efficiently and effectively identify tenants for new PSH units.
- Coordinate with HACLA and HACoLA to identify opportunities to streamline the voucher application and lease-up processes.

Quarterly Update:

- LAHSA has worked extensively to train CES Matchers to match applicants from CES to units in new PSH buildings, so that these units are filled either upon opening, or very soon thereafter.
- LAHSA meets monthly with HACLA, LACDA, and other partners to track projects, and identify process improvements for the voucher application and lease-up processes. The group has gathered data from the various partners to create timeline data for the entire matching process to serve as a baseline to measure against as improvements are implemented. The group will continue to examine processes and areas that can be expedited, and track data on a regular basis to see how improvements are improving the overall timeline.

Lead: Mayor/HCID

Responsibilities:

- Led by Mayor's Housing Crisis Solutions Team, $120M reserved for a competitive HHH pilot program. Program will fund innovative production and/ or financial models. Typologies encouraged are long-term vacant SRO's, supportive shared housing models, small-scale scattered site developments.

Quarterly Update:

- The six (6) Prop HHH Housing Challenge awardees and their strategies were recommended to the Prop HHH oversight committees in September 2019. The total recommended award is $120 million for a total of 975 units across an estimated 22 projects. HCID must execute Memorandums of Understanding (MOU) with these awardees by December 20, 2019.

Action Steps

Lead: HACLA

Action Steps:

- Continue cross-sector collaborations and improve data sharing with partnering agencies.
- Provide quarterly reporting on HACLA's vouchers dedicated to PSH as well as PSH utilization data.

Quarterly Update:

- None.

Complete?

- No.

Lead: HCID

Action Steps:

- Annually review and update existing HHH Program guidelines to ensure maximum amount of production of affordable supportive housing.
- Coordinate a joint application with HACLA and Los Angeles County Community Development Commission to create efficiencies and expand coordination between Departments.

Quarterly Update:

- As of September 2019, HCID has recommended commitments for the full amount of Prop HHH bond authority to 114 projects, resulting in 5,873 supportive housing units.
- HCID, HACLA and LACDA are developing a joint web application, which is tentatively scheduled to be completed by February 2020.

Complete?

- No.

Lead: LAHSA

Action Steps:

- Create a master inventory of all existing and pipeline PSH in LA City and County.
- In collaboration with the DHS, pair new Intensive Case Management Services with new and existing PSH in the City and County.
- Implement a prioritization policy for all PSH matched through CES.
- Develop universal standards for PSH with HACLA, HACoLA, DMH, DHS, and other community stakeholders.
- Analyze prevention funding utilization by PSH providers to better coordinate services and identify opportunities for improvement.
- Analyze HMIS data to identify contract compliance improvements and improve the quality of case management services.

Quarterly Update:

- LAHSA has created a master inventory of all existing and anticipated PSH in LA City and County.
- LAHSA and DHS created a process to match tenant-based vouchers paired with Intensive Case Management Services (ICMS) through CES.
- The CES Policy Council created a prioritization policy and LAHSA has written procedures for this prioritization policy in its CES Operations Manual, which will be implemented in 2020. In the interim, all CES Matchers have been instructed to match in accordance with the approved prioritization policy. Since the CES Operations Manual will not be released until 2020, LAHSA has drafted a guide for matching to PSH through CES that will be released in November.

- LAHSA is revising the PSH Practice Standards to present to PSH funders in November. After PSH funders' comments are incorporated, community input will be solicited.
- LAHSA's PSH Coordinator is working with Public Housing Authorities (PHAs), PSH providers, and support service staff to address barriers to placing clients into units, documenting a person's history of homelessness and disability, and transferring clients between PSH projects when they are at risk of losing their housing.
- The PSH Coordinator is working closely with PSH providers to ensure their programs are Housing First, low barrier, trauma-informed, and applying harm reduction strategies.
- LAHSA's PSH Coordinator has developed tools for new PSH providers to assist them to accurately assess a person's income, calculate rents, and determine if proposed rents are reasonable.

Complete?

- No.

Lead: Mayor/HCID

Action Steps:

- Develop detailed program regulations for the Competitive HHH pilot program and selection process through a Request for Qualifications/Information.

Quarterly Update:

- 19 proposals, amounting to approximately $360 million, were submitted in response to the $120 million Prop HHH Housing Challenge. Of these, six (6) applicants were selected with a total of 975 units.

Complete?

- No

4.5 – Programs/Systems: Services

Goal: Collaborate with the County to ensure services are high quality, integrated, inclusive and embrace a culture of community; thus, allowing access at all levels of the homeless assistance system, including supportive housing.

Ongoing Responsibilities

Lead: LAHSA

Responsibilities:

- Strengthen collaborative efforts between services agencies, with a focus on City/County resource and policy alignment.
- Maintain inventory of services for LA CoC, provide training and technical assistance as needed.
- Review data and evaluate programs.
- Identify and execute key strategies to improve retention, training and resource development and technical assistance for service providers and staff.
- Create and foster intra-organizational sharing of best practices, strategies, success stories and innovative concepts between services providers and planning areas.
- Incorporate a stronger connectivity and support through engagement of persons with lived experience in every level of the service system.

Quarterly Update:

- LAHSA is:
    - o Seeking guidance from two lived experience advisory boards.
    - o Coordinating with the City and County on HHAP funding allocations to ensure cohesive system alignment of HHAP requests, and is working with the County to merge the LAHSA and County HHAP community input process.
    - o Co-hosting eight (8) HHAP (and Measure H) funding input sessions, one (1) in each SPA, with the County in November.
    - o Working with the County to augment sharing of success stories, at the County's request.
    - o Working with the City and County on vehicular homelessness programmatic efforts, including identifying opportunities for advocacy around towing policies.

Lead: EWDD

Responsibilities:

- Coordinate with City and County to provide high quality employment services to people experiencing homelessness.

Quarterly Update:

- None.

Lead: HCID

Responsibilities:

- Ensure high quality services are connected to special population programs, including HIV/AIDS and domestic violence.

Quarterly Update:

- In its first year, the redesigned Domestic Violence/Human Trafficking Shelter Operations (DV/HTSO) program, added 3 additional shelters and increased bed capacity, exceeding the annual proposed goal of 1,200, and sheltering an additional 600 clients.
- The DV/HTSO has reprogrammed all of the services and outcomes according to the Trauma Informed Care (TIC) approach.

Lead: LAHSA/Mayor

Responsibilities:

- Coordinate with County partners providing thought leadership, funding and strategic partnership to match quality services with other resources.

Quarterly Update:

- LAHSA, City, and County are:
  - Coordinating efforts around state HHAP money.
  - Holding monthly meetings to ensure strategic alignment.
  - Working to reduce the time it takes to fill PSH turnover units to be filled.
- The Mayor's Office is working with the Hollywood community to launch a mental health pilot based on a program used by the city of Trieste in Italy. Instead of relying on psychiatric hospitals to manage high-acuity mental health cases, the Trieste model places 24-hour community centers that help clients de-escalate with compassion and expert care.

Action Steps

Lead: CAO

Action Steps:

- Invite appropriate City and County departments to participate in policy and system coordination efforts.

Quarterly Update:

- None.

Complete?

- No.

Lead: LAHSA

Action Steps:

- Strengthen collaborative efforts between services agencies, with a focus on City/County resource and policy alignment.
- Maintain inventory of services for LA CoC, provide training and technical assistance as needed.
- Review data and evaluate programs.
- Identify and execute key strategies to improve retention, training and resource development and technical assistance for service providers and staff.
- Create and foster intra-organizational sharing of best practices, strategies, success stories and innovative concepts between services providers and planning areas.
- Incorporate a stronger connectivity and support through engagement of persons with lived experience in every level of the service system.

Quarterly Update:

- LAHSA continues to manage the Centralized Training Academy to provide training and technical assistance to community-based organizations in the City and County.
- LAHSA is working with City and County to implement system-wide problem solving, which will increase capacity and ability of people to quickly resolve their homelessness.

Complete?

- No.

Lead: LAHSA/EWDD

Action Steps:

- Increase the number of persons connected to employment opportunities paying a living wage.
- Implement and expand pilot to support employment in rapid rehousing.

Quarterly Update:

- Along with the County and philanthropic partners, LAHSA is a key partner with the Homeless Employment Taskforce.
- LAHSA is in the process hiring an Employment Coordinator position, who will integrate workforce development and employment services into the homeless service delivery system.

Complete?

- No.

Lead: LAHSA/HCID

Action Steps:

- Conduct a support needs survey for Homeless Service Staff.
- Develop and implement Program Transfer policies and procedures in order to ensure participants are able to quickly access and receive services in the environment and/or system of care best suited to meet their needs, i.e. - stepping up/stepping down persons between Interim Housing to Recuperative Care, between DV programs and mainstream programs, etc.

Quarterly Update:

- LAHSA is finalizing the CES Operations Manual, which will include a formal policy for transferring people from RRH to PSH.
- LAHSA is working with DHS to explore a clinical assessment for people experiencing and at risk of homelessness to identify the most appropriate housing for each individual.
- LAHSA is also working with the City and County, and philanthropic partners, to evaluate the CES Triage Tool, to ensure that the tool is being properly used, and that acuity is being accurately captured.
- HCID launched a new database system to provide case management tracking, and serve as a productivity database and reporting system for HCID's Housing Opportunities for Persons with AIDS (HOPWA) program, FamilySource System and Domestic Violence/Human Trafficking Shelter Operations (DV/HTSO) program. In addition to demographic information, the system captures case notes and outcomes for every individual in a household, in contrast with our previous system's tally of services received per individual client.
- This new system will improve the quality of services to special populations as well as provide HCID with an opportunity to review more comprehensive data sets that will identify trends and gaps in the community.

Complete?

- No.

Lead: EWDD

Action Steps:

- Continue and expand LA Rise and other high-impact employment programs.

Quarterly Update:

None.

Complete?

- No.

Lead: EWDD/Personnel

Action Steps:

- Increase employment through expansion of City's targeted local hire, work with Personnel to analyze the current effectiveness of the City's local hire program.

Quarterly Update:

- In September 2019, the Targeted Local Hire Program added four (4) new job pathways: Animal License Canvasser, Delivery Driver, Street Services Worker, and Warehouse & Toolroom Worker.
- The TLH Program now supports 11 different job pathways and continues its success with 681 hires since program inception in 2017. Of these, 117 have been identified as homeless or having experienced homelessness.
- The Personnel Department is also creating the new Bridge to Jobs program, which is scheduled to launch in 2020.

Complete?

- No.

4.6 – Programs/Systems: Prevention/Diversion

Goal: Invest in and implement prevention and diversion strategies at all levels of the homeless service delivery system to reduce the entry and re-entry into homelessness as well as shorten the time someone experiences homelessness.

Ongoing Responsibilities

Lead: LAHSA

Responsibilities:

- Overall implementation of diversion/problem solving practices throughout the system.
- Build strong relationships with various providers including legal, justice and homeless services.
- Invest in and implement diversion as a best practice at all levels of homeless service delivery system though training.
- Provide fiscal management, technical guidance and data analytics to continuously improve the practice.
- Engage with the County to coordinate strategies and participation of relevant departments (DHS, DCFS, Sheriff Dept.)

Quarterly Update:

- LAHSA designed new and updated Scope of Required services for existing prevention providers, including guidance to assist clients with common barriers, such as lacking government issued identification or rental agreement.
- Adult protective Services (APS) HOME SAFE Program Pilot:
  - The APS HOME SAFE Program targets Seniors 65+ and/or disabled adults who have an open case with APS and need prevention services.
  - Additional funding has been awarded to all Single Adult prevention providers who will administer the APS Home Safe Program.
- The APS/Workforce Development Council on Aging was launched in August, in collaboration with LAHSA.
- 100 Case managers were trained in problem-solving in Q1.
- LAHSA is preparing the following materials to be launched in Q2:
  - Problem-solving training curriculum;
  - Problem-solving implementation and best practices guide; and
  - Updated HMIS tracking for problem-solving.
- Provider contracts were amended to include City HEAP-funded problem-solving specialist positions. Agencies are currently hiring.

Lead: HCID

Responsibilities:

- Monitor impact and technical assistance to providers.
- Provide support and capacity building through training and financial capability work for contractors.

Quarterly Update:

- HCID provided contractors with capacity building training in the following topics: communicable diseases; accessible housing; know your rights; and CalSavers.

Lead: LAPD

Responsibilities:

- Provide program and technical leadership for jail in-reach efforts.

Quarterly Update:

- None.

Lead: Mayor

Responsibilities:

- Increase community support and neighborhood stabilization efforts to minimize and prevent future risk of homelessness.

Quarterly Update:

- None.

Lead: HACLA

Responsibilities:

- Actively participate in preventing persons receiving Section 8 from entering the homeless system.

Quarterly Update:

- None.

Action Steps

Lead: LAHSA

Action Steps:

- Work with Lived Experience Advisory Group to explore opportunities to create formerly homeless support groups to prevent returns to homelessness.
- Create and keep current a Prevention/Diversion provider list (intra agency), and Prevention Assistance Flyer (public).
- Convene stakeholders to establish data sharing plan for data analysis.

Quarterly Update:

- The LAHSA Interim Prevention Coordinator continues to update contact lists of all prevention providers.
- Problem-Solving Training Flyer created to promote staff trainings.
- The Program Manager for Problem Solving and the Interim Prevention Coordinator reported on Problem Solving and Prevention programs and implementation to the West Side Council of Governments Ad Hoc Committee on Homelessness.

Complete:

- No.

Lead: LAHSA/HCID

Action Steps:

- Conduct and make available training on prevention and diversion at every level of the homeless assistance system.
- Increase diversion staffing at common City entry points.

Quarterly Update:

- LAHSA is filling several Prevention and Problem-Solving Intervention positions to support these programs.
- Training will be available to all City staff beginning Q2.
- HCID and LAHSA held a meeting with FamilySource and Family Solution Centers to discuss co-location and alignment of services. This led to the coordination of a Problem-Solving training for eight FamilySource contractors planned for December, to be followed by trainings for other system providers.

Complete?

- No.

Lead: LAHSA/Mayor

Action Steps:

- Utilize research and data to improve outcomes and target resources.

Quarterly Update:

- LAHSA has finalized updated problem-Solving Tracking. New data gathering will begin early in Q2.

Complete?

- No.

Lead: HCID

Action Steps:

- Cross-train other City departments regarding who to call when serving persons who are homeless or at risk. Departments include: Aging; RAP; Libraries; and HCID field staff.
- Coordinate prevention and diversion strategies with domestic violence intake/service providers.

Quarterly Update:

- HCID has created marketing material to provide to other City departments that will assist them in connecting individuals/families who are homeless or at risk of homelessness with resources.
- HCID is also coordinating prevention and diversion strategies with domestic violence service providers.

Complete?

- No.

Lead: LAHSA

Action Steps:

- Increase capacity of 211 for afterhours information on diversion strategies.
- Create a small pool of diversion assistance funds that can be accessed to rapidly resolve a housing crisis.
- Identify and implement strategies to help people in need outside of working hours by creating more access points and co-locating CES staff to conduct basic triage.
- Coordinate homelessness prevention funding with County.
- Establish and implement data sharing strategy, policy, and procedure between homeless services and institutional partners.

Quarterly Update:

- LAHSA is currently finalizing a meeting with 211 to propose future problem-solving implementation.
- Problem-Solving Assistance funds will be available in early Q2.

Complete?

- No.

Lead: LAPD

Action Steps:

- Work with courts to expand prevention and diversion programs.

Quarterly Update:

- None.

Complete?

- No.

Lead: LAPD/Mayor

Action Steps:

- Continue/expand successful jail in-reach program.

Quarterly Update:

- None.

Complete?

- No.

Lead: All

Action Steps:

- Meet quarterly and continue to assess strategy and update goals and action items as needed.

Quarterly Update:

- Strategy 4.6 leads will begin meeting quarterly in Q2.

Complete?

- No.

4.7 – Programs/Systems: Rapid Re-housing (RRH)

Goal: Expand rapid re-housing (RRH) efforts through strengthening coordination with LAHSA and Los Angeles County, developing policies to support innovative approaches and practices, increasing capacity to serve homeless persons/households, and enhancing access to RRH services.

Ongoing Responsibilities

Lead: LAHSA

Responsibilities:

- Strengthen collaboration efforts with supporting agencies and RRH programs by identifying and creating new partnerships.
- Identify and maintain inventory of all known and available RRH programs and resources operating within LA CoC regardless of funding source or population served.
- Sound fiscal administration to ensure providers and participants have access to timely and fully subsidized rental assistance and other financial assistance when needed.
- Program development to determine and update appropriate supportive services (e.g. case management and financial assistance) are available for all RRH programs and their participants.
- Provide RRH program staff with on-going Technical Assistance and Program Guidance on service delivery by identifying best practices and providing training for RRH program staff.
- Coordinate Landlord/Property Management Recruitment and Engagement activities to ensure consistency across the LA CoC.
- Match participants to RRH resources through the CES.
- Strengthen coordination efforts with HACLA and other City/County departments in order to facilitate program transfers to PSH and other forms of subsidized permanent housing with intensive supportive services.

Quarterly Update:

- LAHSA continues to provide technical assistance and support to providers, including one-on-one calls and meetings to discuss issues, barriers, or challenges experienced in running their RRH programs.
- The LAHSA RRH coordinator continues work on the RRH program guide, designed to provide RRH staff with best practices and helpful hints to guide their daily work.
- The Salvation Army, with support from LAHSA, will host a Shallow Subsidy workshop to assist RRH program providers better understand the Shallow Subsidy program and referral process.

Action Steps

Lead: LAHSA

Action Steps:

- Develop plan and timeline of implementation regarding responsibilities of various collaborative departments.
- Create a master list of RRH programs and updated contacts.
- Identify and convene stakeholders to address challenges and identify solutions.
- Assist with implementation of responsibilities for service providers, RRH program operators, and system partners.

Quarterly Update:

- The RRH coordinator continues to provide ongoing technical assistance and support to The Salvation Army, who administers the Shallow Subsidy Program. LAHSA is working with RRH providers identify barriers or challenges, and to gain additional feedback regarding the program.

Complete?

- Yes

Proposed New Action Steps

Lead: LAHSA

Action Steps:

- Work with the RRH working group and CES policy council regarding matching and prioritization with in the RRH program to inform how the CES people to RRH resources.

4.8 – Programs/Systems: Affordable Housing

Goal: Support initiatives and policies that identify, develop, and preserve affordable housing.

Ongoing Responsibilities

Lead: HCID

Responsibilities:

- Administer the Affordable Housing Managed Pipeline (AHMP) to finance new affordable units Citywide.
- Identify at-risk properties to target the City's preservation efforts
- Assist property owners' awareness in complying with the State Notification requirements at covenant expiration or termination of rental subsidies.

Quarterly Update:

- The AHMP will begin to revise regulations in late 2019 to prepare for a Call for Projects in early 2020.
- HCID maintains a list of at-risk properties to target the City's preservation efforts.
    - o In Q1, HCID assisted three properties owners and their representatives to increase their awareness to comply with State Notification requirements at covenant expiration or termination of rental subsidies. As a result, two properties renewed their rental subsidies and affordability restrictions for another year to comply with the noticing requirements.

Lead: CAO

Responsibilities:

- Identify potential City-owned sites for affordable housing.

Quarterly Update:

- The CAO identifies potential sites on an ongoing basis.

Action Steps

Lead: HCID

Action Steps:

- Prepare and implement Linkage Fee Expenditure Plan.

- Minimize Tenant Displacement with At-Risk Affordable Housing Tenant Outreach and Education Services (AAHTOES).
- Establish working group to develop Universal Waiting list for Density Bonus units.
- Engage HACLA and LAHSA to include ongoing responsibilities and action steps for these departments.

Quarterly Update:

- HCID recommended the Affordable Housing Linkage Fee (AHLF) Budget to the Mayor and City Council in Q1. The FY 2019-20 AHLF budget includes $5,023,799.89 for the following programs: rental new construction, rental preservation, and Moderate Income Purchase Assistance Program (MIPA), as well as covering administrative costs.
- Tenant outreach and education services were conducted at 29 at-risk properties (includes scattered site properties) consisting of 788 restricted and assisted units. These outreach efforts assist HCID to prevent potential tenant displacement, coordinate efforts with owners and residents through the termination of affordability covenants, and stabilize rents that had been adjusted to market rate after covenant expiration.
- HCID has established a working group to develop universal wait list for Density Bonus units.

Complete?

- No.

Lead: CAO

Action Steps:

- Review and assess City-owned sites for affordable housing.

Quarterly Update:

- Eight (8) sites were assessed for shelter and one (1) site was assessed for affordable housing.

Complete?

- No.

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2018-2019	Q1 FY 2019-20	Headline Metrics	Notes
1.0 - Governance, Accountability & Budget	10A – Full Funding for Affordable Housing Trust Fund	CAO/CLA/ HCID	Bonds issued for permanent supportive housing and facilities for persons experiencing homelessness	N/A (Annual)	N/A (Annual)	Expansion of supply of affordable and homeless housing	Bond issuances reported annually.
	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/ HCID	Permanent Housing Units Created	631	0	Expansion of supply of affordable and homeless housing	
3.2 - Policy: No Wrong Door	N/A	Personnel	Number of City Staff that received No Wrong Door Training	N/A (New in FY 2019-20)	0		Training has not been implemented yet.
3.2 - Policy: No Wrong Door / 4.3 - Program/Systems: Street Outreach	3B - Develop Encampment Engagement Protocol	BOS	Amount of hazardous materials collected (lbs) (California definition, includes human waste)	54,033	N/A		BOS did not provide data this quarter.
	3B - Develop Encampment Engagement Protocol	BOS	Amount of hazardous materials collected (lbs) (Federal definition)	15,257	N/A		BOS did not provide data this quarter.
	3B - Develop Encampment Engagement Protocol	BOS	Impoundments from noticed clean ups	1,666	N/A		BOS did not provide data this quarter.
	3B - Develop Encampment Engagement Protocol	BOS	Impoundments from un-noticed clean ups	2,628	N/A		BOS did not provide data this quarter.
	3B - Develop Encampment Engagement Protocol	BOS	Number of encampments	4,294	N/A		BOS did not provide data this quarter.
	3A - Standardize First Responder Training for Homeless	LAPD	Number of housing referrals to Los Angeles Homeless Services Authority (LAHSA)	303	194		
	3A - Standardize First Responder Training for Homeless	LAPD	Number of housing referrals to other agencies	60	17		
	3A - Standardize First Responder Training for Homeless	LAPD	Number of officers Citywide having completed Mental Health Intervention Training	Q4 HOPE Officers: 3 Q4 Officers Citywide: 212 Total To Date: 2785	Total to Date: 2978		
	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in permanent housing through contact with HOPE Team	0	5	Number placed in permanent housing	
	3B - Develop Encampment Engagement Protocol	BOS	Number of persons placed in temporary housing	N/A	N/A	Number placed in temporary housing	Data not yet available.
	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in temporary housing through contact with HOPE Team	41	66	Number placed in temporary housing	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2018-2019	Q1 FY 2019-20	Headline Metrics	Notes
	3A - Standardize First Responder Training for Homeless	LAPD	Number of service referrals to Los Angeles Homeless Services Authority (LAHSA)	580	241		
	3A - Standardize First Responder Training for Homeless	LAPD	Number of service referrals to other agencies	128	81		
	3A - Standardize First Responder Training for Homeless	LAPD	Percent of HOPE Officers with MHIT Training	93%	95%		
3.2 - Policy: No Wrong Door / 4.5 - Programs/Systems: Services	3E - Integration with County Health Sobering Centers	LAHSA	Number of clients placed in permanent housing upon discharge from a sobering center	N/A	N/A	Number placed in permanent housing	Data not yet available.
	3E - Integration with County Health Sobering Centers	LAHSA	Number of clients placed in temporary housing upon discharge from sobering center	N/A	N/A	Number placed in temporary housing	Data not yet available.
3.2 - Policy: No Wrong Door / 4.6 - Programs/Systems: Prevention/Diversion	3D - Expansion of Jail In-Reach	LAPD	Number of people discharged to temporary housing	199	N/A (Biannual)	Number placed in temporary housing	
	3D - Expansion of Jail In-Reach	LAPD	Number of persons identified in custody experiencing homelessness	2,660	N/A (Biannual)		
	3D - Expansion of Jail In-Reach	LAPD	Number of persons in custody entered into CES or provided a referral by a service provider	11	N/A (Biannual)		
	3D - Expansion of Jail In-Reach	LAPD	Number of persons in custody interviewed by a service provider	528	N/A (Biannual)		
3.3 - Policy: Land Use & Housing	N/A	DCP	Additional housing capacity created through Community Plan Updates and adoption of Transit Neighborhood Plans.	N/A (New in FY 2019-20)	N/A (Biannual)		
	N/A	DCP	Average entitlement timeline for Priority Housing Projects (20% or more affordable units) as compared to all housing projects	N/A (New in FY 2019-20)	N/A (Biannual)		
	N/A	DCP	Average entitlement timeline for projects using the Permanent Supportive Housing Ordinance as compared to all housing projects for which a Director's determination is made.	N/A (New in FY 2019-20)	N/A (Biannual)		
	N/A	DCP	Average entitlement timeline for Transit Oriented Communities projects as compared to stand-alone Density Bonus projects	N/A (New in FY 2019-20)	N/A (Biannual)		
	N/A	DCP	Number of Community Plan Updates and Transit Neighborhood Plans completed	N/A (New in FY 2019-20)	N/A (Biannual)		
	N/A	DCP	Number of existing affordable units identified through Mello Act compliance determinations, upon adoption of Mello Act ordinance	N/A (New in FY 2019-20)	N/A (Biannual)		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20	Headline Metrics	Notes
	N/A	DCP	Number of housing units approved through implementation of the revised Density Bonus ordinance, including the number of affordable units restricted for Extremely Low Income, Very Low Income, and Low Income households.	N/A (New in FY 2019-20)	N/A (Biannual)	Expansion of supply of affordable and homeless housing	
	N/A	DCP	Number of housing units approved through implementation of the Transit Oriented Community (TOC) Program, including the number of affordable units restricted for Extremely Low Income, Very Low Income and Low Income Households.	N/A (New in FY 2019-20)	N/A (Biannual)	Expansion of supply of affordable and homeless housing	
	N/A	DCP	Number of housing units that do not require Site Plan Review upon adoption of revised Site Plan Review ordinance	N/A (New in FY 2019-20)	N/A (Biannual)		
	7G - Implement Existing & Recommend New CEQA Zoning Reforms	DCP	Number of projects that take advantage of the various CEQA streamlining measures, including the number of total units, affordable housing units and homeless housing units	5 projects filed Site Plan Review (SPR) with Categorical Exemption (CE) in Q3 and Q4	N/A (Biannual)	Expansion of supply of affordable and homeless housing	
	7K - Development of Second Dwelling Units Pilot Program	DCP	Number of second dwelling units approved upon adoption of City second dwelling unit ordinance	2,190 permits in Q3 and Q4; 1,542 additional applications	N/A (Biannual)	Expansion of supply of affordable and homeless housing	
	N/A	DCP	Number of supportive housing units approved through implementation of the Interim Motel Conversion ordinance.	N/A (New in FY 2019-20)	N/A (Biannual)	Expansion of supply of affordable and homeless housing	
	N/A	DCP	Number of supportive housing units approved through implementation of the Permanent Supportive Housing ordinance.	N/A (New in FY 2019-20)	N/A (Biannual)	Expansion of supply of affordable and homeless housing	
	N/A	DCP	Number of transitional housing units approved through implementation of the Interim Motel Conversion ordinance.	N/A (New in FY 2019-20)	N/A (Biannual)	Expansion of supply of affordable and homeless housing	
	7G - Implement Existing & Recommend New CEQA Zoning Reforms	DCP	Reductions in development timeframes for projects	N/A	N/A		Data not yet available.

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20	Headline Metrics	Notes
3.4 - Policy: Vulnerable Populations	N/A	LAHSA	Length of time from enrollment to housing placement measured by population (gender, DV, TAY, LGBTQ, disabled, ageing, persons with pets)	N/A (New in FY 2019-20)	- By GENDER Female = 246.07; Male = 207.85; Other=139.14; Transgender Female to Male=226.24; Transgender Male to Female=172; Unknown=61.5; - By DV Experience = 208.25; - By TAY = 176.52; - By LGBTQ Bisexual=137.19; Gay=160.58; Lesbian=156.6; - By Disability No=232.68; Yes=210.55; - By Aging=160.73		
	N/A	LAHSA	Number of DV survivors who exit shelter and are placed in permanent housing.	N/A (New in FY 2019-20)	95	Number placed in permanent housing	
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of individuals recruited	N/A	N/A		Data not yet available.
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	N/A	N/A		Data not yet available.
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of people placed in competitive employment	N/A	N/A		Data not yet available.

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20	Headline Metrics	Notes
	N/A	LAHSA	Number of transgender individuals served, employed and housed	N/A (New in FY 2019-20)	577		
	9L - Women's Homelessness - Employment Development	EWDD	Number of women employed	3	3	Number who gain employment or enroll in vocational training/education	
	9L - Women's Homelessness - Employment Development	EWDD	Number of women enrolled experiencing homelessness who are unemployed (or who do not report earned income)	173	76		
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Participants provided with retention supports after social enterprise job experience	N/A	N/A		Data not yet available.
3.5 - Policy: Skid Row	N/A	Mayor	Number of community meetings attended	N/A (New in FY 2019-20)	5		
	N/A	CAO	Number of sites assessed for housing utilization	N/A (New in FY 2019-20)	4	Expansion of supply of affordable and homeless housing	
	N/A	CAO	Number of sites assessed for service utilization	N/A (New in FY 2019-20)	2		
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Average length of stay in crisis/bridge housing	50	88		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Average length of stay in crisis/bridge housing (days)	82	92		
	N/A	LAHSA	Average need and acuity level of persons or households who have obtained permanent housing (acuity score)	N/A (New in FY 2019-20)	Score (0-3):122 Score (4-7):425 Score (8+):686 Average: 8.3		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Housing retention over the following year	80%	93%	Number who retain housing from the date of placement	
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Length of time from assessment to housing match	Avg: 336 Med: 294 Range: 10-882	Avg: 291.26 Med: 249 Range: 2-1272		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20	Headline Metrics	Notes
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Length of time from assessment to housing match (days)	Avg: 307 Med: 274 Range: 10-1,023	Avg: 222 Med: 177 Range: 19-858		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Length of time from housing match to actual housing move-in (days)	N/A	N/A		Data not yet available.
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Need and acuity level of persons obtaining permanent housing	Score 1-3: 68 Score 4-7: 269 Score 8+ : 303 (Average is 7)	Score 0-3: 122 Score 4-7: 425 Score 8+: 686 (Average is 8.3)		
	N/A	LAHSA	Number and percent of families receiving prevention services through CES in order to stabilize and maintain existing housing.	N/A (New in FY 2019-20)	Number: 326 Percentage: 8%	Number who are prevented from becoming homeless or being discharged into homelessness	
	N/A	LAHSA	Number and types of technical assistance provided to CES System Matchers	N/A (New in FY 2019-20)	74		
	N/A	LAHSA	Number of CES participating agencies that applied for and were awarded a capacity building grant	N/A (New in FY 2019-20)	7		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of families receiving diversion services that do not end up accessing homeless services through diversion efforts	N/A	N/A		Data not yet available.
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of families receiving prevention services through CES in order to stabilize and maintain existing housing	374	326	Number who are prevented from becoming homeless or being discharged into homelessness	
	N/A	LAHSA	Number of households matched to permanent supportive housing resources through CES	N/A (New in FY 2019-20)	271		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households screened and matched to a housing resource through CES	127	271		.
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households that have moved into housing	1,465	2,240	Number placed in permanent housing	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20	Headline Metrics	Notes
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of households that receive services from multiple systems	N/A	N/A		Data not yet available.
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households who have increased their income by source of income	990	2,985	Number who gain employment or enroll in vocational training/education	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of matches being made from one SPA to another	N/A	N/A		Data not yet available.
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of referrals being made from one population system to another	N/A	N/A		Data not yet available.
	N/A	LAHSA	Number of staff from CES participating agencies that participated in CTA trainings	N/A (New in FY 2019-20)	547		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY screened and matched to a housing resource through CES	33	37		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY who have moved into housing	137	274	Number placed in permanent housing	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Percentage of families who were able to successfully prevent imminent homelessness	58%	45%	Number who are prevented from becoming homeless or being discharged into homelessness	
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Percentage of persons that retain housing for 12 months	87%	88%	Number who retain housing from the date of placement	
4.2 - Program/Systems: Shelter	N/A	LAHSA	Average length of stay in interim housing for all exits during the reporting period.	N/A (New in FY 2019-20)	79		
	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Average length of stay in shelter	53	87		
	N/A	LAHSA	Number of emergency beds added to system	N/A (New in FY 2019-20)	348		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20	Headline Metrics	Notes
	N/A	LAHSA	Number of new sites that become operational	N/A (New in FY 2019-20)	5		
	N/A	LAHSA	Number of persons exiting bridge housing to permanent housing	N/A (New in FY 2019-20)	449	Number placed in permanent housing	
	N/A	LAHSA	Number placed in permanent housing	N/A (New in FY 2019-20)	449	Number placed in permanent housing	
	N/A	EWDD	Number who gain employment or enroll in vocational training/education	N/A (New in FY 2019-20)	N/A	Number who gain employment or enroll in vocational training/education	Data not yet available.
	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of adults exiting bridge housing to permanent housing	25%	15%	Number placed in permanent housing	The performance target for bridge housing is 50% for families and 80% for individuals and youth.
	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of participants that see an increase in income	5%	4%	Number who gain employment or enroll in vocational training/education	
	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent shelter and bridge housing utilization	N/A	0.87		Data not yet available.
	N/A	LAHSA	Persons moved from street to shelter	N/A (New in FY 2019-20)	1645	Number placed in temporary housing	
4.3 - Program/Systems: Street Outreach	N/A	LAHSA	Number of Departments participating in Street/Outreach Strategy Workgroup	N/A (New in FY 2019-20)	N/A		Data not yet available.
	N/A	Mayor	Number of Departments participating in UHRC	N/A (New in FY 2019-20)	20		
	N/A	Mayor	Number of new, revised policies/procedures implemented	N/A (New in FY 2019-20)	1		
	N/A	LAHSA	Number of people contacted by a City Funded Outreach Team	N/A (New in FY 2019-20)	3486		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20	Headline Metrics	Notes
	N/A	LAHSA	Number of people engaged by a City Funded Outreach Team	N/A (New in FY 2019-20)	1448		
	N/A	LAHSA	Number of people engaged who are linked to a permanent housing resource by City Funded Outreach Teams	N/A (New in FY 2019-20)	6	Number placed in permanent housing	
	N/A	LAHSA	Number of people engaged who successfully attain crisis or bridge housing by City Funded Outreach Teams	N/A (New in FY 2019-20)	351	Number placed in temporary housing	
	N/A	LAHSA	Number of people provided services or attained referrals by City Funded Outreach Teams	N/A (New in FY 2019-20)	3470		
	N/A	Mayor	Number of people trained in each department	N/A (New in FY 2019-20)	47 LASAN, 60 LAHSA, 45 LAPD		
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people connected to CES and permanently housed	5	8	Number placed in permanent housing	
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people connected to CES as measured by a new VI-SPDAT survey through the parking program	34	42		
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people served	223	296	Number placed in temporary housing	
4.4 - Programs/Systems: Supportive Housing	4E - Supportive Services Standards for Subsidized Housing	HACLA	Number of agencies providing supportive services according to HACLA's definition and quality standards	N/A (Biannual)	7	Expansion of supply of affordable and homeless housing	
	N/A	HCID/ HACLA	Number of households placed into permanent housing through CES	N/A (New in FY 2019-20)	N/A	Expansion of supply of affordable and homeless housing	Data not yet available.
	N/A	HCID/ HACLA	Number of permanent supportive housing units created	N/A (New in FY 2019-20)	N/A	Expansion of supply of affordable and homeless housing	Data not yet available.
	N/A	HACLA	Percent of vouchers dedicated to permanent supportive housing	N/A (New in FY 2019-20)	0		
	N/A	HACLA	Vouchers dedicated to permanent supportive housing	N/A (New in FY 2019-20)	0		
4.5 - Programs/Systems: Services	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of individuals recruited	110	295		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20	Headline Metrics	Notes
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of Individuals recruited	621	120		
	9C - Employment Development Programs for Homeless Youth	EWDD	Number of Individuals recruited	43	47		
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	110	250		
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of participants placed in transitional jobs program and co-enrolled in WIOA	N/A	N/A		Data not yet available.
	9C - Employment Development Programs for Homeless Youth	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	43	28		
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of people placed in competitive employment	103	0	Number who gain employment or enroll in vocational training/education	
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of people placed in competitive employment	18	14	Number who gain employment or enroll in vocational training/education	
	9C - Employment Development Programs for Homeless Youth	EWDD	Number of people placed in competitive employment	0	0		
	N/A	LAHSA	Number of persons who have Increased their income enrolled in LAHSA-funded programs	N/A (New in FY 2019-20)	2985		
	N/A	LAHSA	Number of programs targeting special and under-represented populations	N/A (New in FY 2019-20)	N/A		Data not yet available.
	N/A	LAHSA	Number of referrals made based on HMIS data	N/A (New in FY 2019-20)	7808		
	N/A	LAHSA	Number of trainings hosted for homeless service staff	N/A (New in FY 2019-20)	35		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20	Headline Metrics	Notes
	N/A	LAHSA	Number of trainings offered to LAHSA-contracted service providers	N/A (New in FY 2019-20)	35		
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Participants provided with retention supports after social enterprise job experience	103	0		
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Participants provided with retention supports after social enterprise job experience	N/A	N/A		Data not yet available.
	9C - Employment Development Programs for Homeless Youth	EWDD	Participants provided with retention supports after social enterprise job experience	0	0		
4.6 - Programs/Systems: Prevention/Diversion	N/A	LAHSA	Number of agencies that have implemented diversion practices	N/A (New in FY 2019-20)	16		
	N/A	LAHSA	Number of families who were able to successfully prevent imminent homelessness	N/A (New in FY 2019-20)	116		
	N/A	LAHSA	Number of homeless people diverted	N/A (New in FY 2019-20)	36		
	N/A	LAHSA	Number of persons at imminent risk of experiencing homelessness diverted	N/A (New in FY 2019-20)	21		
	N/A	LAHSA	Number of staff who have been trained on diversion practices	N/A (New in FY 2019-20)	50		
	N/A	EWDD	Number of youth housed or connected with services	N/A (New in FY 2019-20)	N/A		Data not yet available.
	9E - Homelessness Prevention for Former Foster Care Youth	LAHSA	Number of youth housed or connected with services	N/A	N/A		Data not yet available.
	N/A	LAHSA	Number who are prevented from becoming homeless or being discharged into homelessness	N/A (New in FY 2019-20)	726		
	N/A	LAHSA	Percentage of persons that return to homelessness	N/A (New in FY 2019-20)	0.0225		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20	Headline Metrics	Notes
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Days from program entry into Housing	305	257		
	N/A	LAHSA	Days from RRH program entry into housing	N/A (New in FY 2019-20)	257		
	7B - Expand Rapid Re-Housing	LAHSA	Increase in income from all sources	686	944	Number who gain employment or enroll in vocational training/education	
	N/A	LAHSA	Number of participants that have moved into rapid re-housing	N/A (New in FY 2019-20)	1888		
	N/A	LAHSA	Number of persons or households currently enrolled in RRH	N/A (New in FY 2019-20)	10890		
	N/A	LAHSA	Number of persons or households newly enrolled	N/A (New in FY 2019-20)	1469		
	N/A	LAHSA	Number of persons that exit to any destination	N/A (New in FY 2019-20)	1460		
	N/A	LAHSA	Number of persons who obtained benefits	N/A (New in FY 2019-20)	100		
	N/A	LAHSA	Number of persons who retained permanent housing (for 6 months from date of placement)	N/A (New in FY 2019-20)	1064	Number who retain housing from the date of placement	
	N/A	LAHSA	Number of persons who were referred to employment services	N/A (New in FY 2019-20)	16		
	7B - Expand Rapid Re-Housing	LAHSA	Number placed in Permanent Housing	838	774	Number placed in permanent housing	
	7B - Expand Rapid Re-Housing	LAHSA	Percent retaining housing after 12 months	89%	93%	Number who retain housing from the date of placement	
	7B - Expand Rapid Re-Housing	LAHSA	Total participants enrolled	951	1469		
	N/A	LAHSA	Total participants enrolled in RRH	N/A (New in FY 2019-20)	1469		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q3 FY 2018-2019	Q1 FY 2019-20	Headline Metrics	Notes
4.8 - Programs/Systems: Affordable Housing	N/A	HCID	Number of affordable housing units produced	N/A (New in FY 2019-20)	0	Expansion of supply of affordable and homeless housing	
	N/A	HCID	Number of affordable unit covenants extended	N/A (New in FY 2019-20)	N/A	Expansion of supply of affordable and homeless housing	
	7S - Preservation of Affordability Covenants	HCID	Number of at-risk properties and units preserved through Financial & Non-Financial Transactions	0	0	Expansion of supply of affordable and homeless housing	
	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of Landlord Housing Incentive Payment (HIP) inquiries	218	110		
	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of landlords receiving incentive payment	226	182	Number placed in permanent housing	
	7S - Preservation of Affordability Covenants	HCID	Number of owners outreached regarding extending affordability covenants or renewal of housing assistance contracts	2 owners/ managers (130 units)	3 owners/ managers		
	7D - Using Public Land for Affordable and Homeless Housing	CAO	Number of sites assessed through AHOS program	17	0		
	7D - Using Public Land for Affordable and Homeless Housing	HCID	Number of sites identified for affordable housing development through HCID process (excludes AHOS Program)	0	0	Expansion of supply of affordable and homeless housing	
	7D - Using Public Land for Affordable and Homeless Housing	CAO	Number of sites identified for affordable housing through AHOS program	4	0		
	7S - Preservation of Affordability Covenants	HCID	Number of tenants living in at-risk properties educated about their tenant rights, responsibilities and options when an affordability covenant and/or rental assistance contract is at-risk of expiration or termination	124	788	Number who are prevented from becoming homeless or being discharged into homelessness	
	N/A	LAHSA	Number who are prevented from becoming homeless of being discharged into homelessness	N/A (New in FY 2019-20)	514		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20
Expansion of supply of affordable and homeless housing					
1.0 - Governance, Accountability & Budget	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/ HCID	Bonds issued for permanent supportive housing and facilities for persons experiencing homelessness	N/A (Annual)	N/A (Annual)
1.0 - Governance, Accountability & Budget	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/ HCID	Permanent Housing Units Created	631	0
3.3 - Policy: Land Use & Housing	7G - Implement Existing & Recommend New CEQA Zoning Reforms	DCP	Number of projects that take advantage of the various CEQA streamlining measures, including the number of total units, affordable housing units and homeless housing units	5 projects filed Site Plan Review (SPR) with Categorical Exemption (CE) in Q3 and Q4	N/A (Biannual)
3.3 - Policy: Land Use & Housing	7K - Development of Second Dwelling Units Pilot Program	DCP	Number of second dwelling units approved upon adoption of City second dwelling unit ordinance	2,190 permits in Q3 and Q4; 1,542 additional applications	N/A (Biannual)
4.4 - Programs/Systems: Supportive Housing	4E - Supportive Services Standards for Subsidized Housing	HACLA	Number of agencies providing supportive services according to HACLA's definition and quality standards	N/A (Biannual)	7
4.8 - Programs/Systems: Affordable Housing	7S - Preservation of Affordability Covenants	HCID	Number of at-risk properties and units preserved through Financial & Non-Financial Transactions	0	0
4.8 - Programs/Systems: Affordable Housing	7D - Using Public Land for Affordable and Homeless Housing	HCID	Number of sites identified for affordable housing development through HCID process (excludes AHOS Program)	0	0
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of housing units approved through implementation of the revised Density Bonus ordinance, including the number of affordable units restricted for Extremely Low Income, Very Low Income, and Low Income households.	N/A (New in FY 2019-20)	N/A (Biannual)
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of housing units approved through implementation of the Transit Oriented Community (TOC) Program, including the number of affordable units restricted for Extremely Low Income, Very Low Income and Low Income Households.	N/A (New in FY 2019-20)	N/A (Biannual)

Enhanced Strategy	Original Strategy	Lead Agency	Strategy Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of supportive housing units approved through implementation of the Interim Motel Conversion ordinance.	N/A (New in FY 2019-20)	N/A (Biannual)
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of supportive housing units approved through implementation of the Permanent Supportive Housing ordinance.	N/A (New in FY 2019-20)	N/A (Biannual)
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of transitional housing units approved through implementation of the Interim Motel Conversion ordinance.	N/A (New in FY 2019-20)	N/A (Biannual)
3.5 - Policy: Skid Row	N/A	CAO	Number of sites assessed for housing utilization	N/A (New in FY 2019-20)	4
4.4 - Programs/Systems: Supportive Housing	N/A	HCID/ HACLA	Number of households placed into permanent housing through CES	N/A (New in FY 2019-20)	N/A
4.4 - Programs/Systems: Supportive Housing	N/A	HCID/ HACLA	Number of permanent supportive housing units created	N/A (New in FY 2019-20)	N/A
4.8 - Programs/Systems: Affordable Housing	N/A	HCID	Number of affordable housing units produced	N/A (New in FY 2019-20)	0
4.8 - Programs/Systems: Affordable Housing	N/A	HCID	Number of affordable unit covenants extended	N/A (New in FY 2019-20)	N/A
Number placed in permanent housing					
3.2 - Policy: No Wrong Door / 4.3 - Program/Systems: Street Outreach	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in permanent housing through contact with HOPE Team	0	5
3.2 - Policy: No Wrong Door / 4.5 - Programs/Systems: Services	3E - Integration with County Health Sobering Centers	LAHSA	Number of clients placed in permanent housing upon discharge from a sobering center	N/A	N/A
3.4 - Policy: Vulnerable Populations	N/A	LAHSA	Number of DV survivors who exit shelter and are placed in permanent housing.	N/A (New in FY 2019-20)	95
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households that have moved into housing	1,465	2,240

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20
4.1 - Programs/Systems: Coordinated Entry System (CES)	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY who have moved into housing	137	274
4.2 - Program/Systems: Shelter	N/A	LAHSA	Number of persons exiting bridge housing to permanent housing	N/A (New in FY 2019-20)	449
4.2 - Program/Systems: Shelter	N/A	LAHSA	Number placed in permanent housing	N/A (New in FY 2019-20)	449
4.2 - Program/Systems: Shelter	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of adults exiting bridge housing to permanent housing	25%	15%
4.3 - Program/Systems: Street Outreach	N/A	LAHSA	Number of people engaged who are linked to a permanent housing resource by City Funded Outreach Teams	N/A (New in FY 2019-20)	6
4.3 -Program/Systems: Street Outreach	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people connected to CES and permanently housed	5	8
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Number placed in Permanent Housing	838	774
4.8 - Programs/Systems: Affordable Housing	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of landlords receiving incentive payment	226	182
Number placed in temporary housing					
3.2 - Policy: No Wrong Door / 4.3 - Program/Systems: Street Outreach	3B - Develop Encampment Engagement Protocol	BOS	Number of persons placed in temporary housing	N/A	N/A
3.2 - Policy: No Wrong Door / 4.3 - Program/Systems: Street Outreach	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in temporary housing through contact with HOPE Team	41	66
3.2 - Policy: No Wrong Door / 4.5 - Programs/Systems: Services	3E - Integration with County Health Sobering Centers	LAHSA	Number of clients placed in temporary housing upon discharge from sobering center	N/A	N/A
3.2 - Policy: No Wrong Door / 4.6 - Programs/Systems: Prevention/Diversion	3D - Expansion of Jail In-Reach	LAPD	Number of people discharged to temporary housing	199	N/A (Biannual)
4.2 - Program/Systems: Shelter	N/A	LAHSA	Persons moved from street to shelter	N/A (New in FY 2019-20)	1645

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20
4.3 - Program/Systems: Street Outreach	N/A	LAHSA	Number of people engaged who successfully attain crisis or bridge housing by City Funded Outreach Teams	N/A (New in FY 2019-20)	351
4.3 -Program/Systems: Street Outreach	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people served	223	296
Number who are prevented from becoming homeless or being discharged into homelessness					
4.1 - Programs/Systems: Coordinated Entry System (CES)	N/A	LAHSA	Number and percent of families receiving prevention services through CES in order to stabilize and maintain existing housing.	N/A (New in FY 2019-20)	Number: 326 Percentage: 8%
4.1 - Programs/Systems: Coordinated Entry System (CES)	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of families receiving prevention services through CES in order to stabilize and maintain existing housing	374	326
4.1 - Programs/Systems: Coordinated Entry System (CES)	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Percentage of families who were able to successfully prevent imminent homelessness	58%	45%
4.8 - Programs/Systems: Affordable Housing	7S - Preservation of Affordability Covenants	HCID	Number of tenants living in at-risk properties educated about their tenant rights, responsibilities and options when an affordability covenant and/or rental assistance contract is at-risk of expiration or termination	124	788
Number who gain employment or enroll in vocational training/education					
3.4 - Policy: Vulnerable Populations	9L - Women's Homelessness - Employment Development	EWDD	Number of women employed	3	3
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households who have increased their income by source of income	990	2985
4.2 - Program/Systems: Shelter	N/A	EWDD	Number who gain employment or enroll in vocational training/education	N/A (New in FY 2019-20)	N/A
4.2 - Program/Systems: Shelter	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of participants that see an increase in income	5%	4%

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2018-2019	Q1 FY 2019-20
4.5 - Programs/Systems: Services	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of people placed in competitive employment	103	0
4.5 - Programs/Systems: Services	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of people placed in competitive employment	18	14
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Increase in income from all sources	686	944
Number who retain housing from date of placement					
4.1 - Programs/Systems: Coordinated Entry System (CES)	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Housing retention over the following year	80%	93%
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Percentage of persons that retain housing for 12 months	87%	88%
4.7 - Programs/Systems: Rapid Rehousing	N/A	LAHSA	Number of persons who retained permanent housing (for 6 months from date of placement)	N/A (New in FY 2019-20)	1064
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Percent retaining housing after 12 months	89%	93%

Abbreviation	Full Name
AAHTOES	At-Risk Affordable Housing Tenant Outreach and Education Services
ABH	A Bridge Home
ACM	Active Contract Management
ADA	Americans with Disabilities Act
ADU	Accessory Dwelling Unit
AHLF	Affordable Housing Linkage Fee
AHMP	Affordable Housing Managed Pipeline
AHOS	Affordable Housing Opportunity Sites Initiative
AMG	Asset Management Group
AOC	Administrative Oversight Committee
ASD	Department of Animal Services
BOE	Los Angeles Bureau of Engineering
BOS	Los Angeles Bureau of Sanitation
BPW	Board of Public Works
CAO	City Administrative Officer
CBO	Community-Based Organization
CCAT	Core Capacity Assessment Tool
CD	Council District
CEO	Center for Employment Opportunities
CEQA	California Environmental Quality Act
CES	Coordinated Entry System
CH	Chronically Homeless
CLA	Chief Legislative Analyst
CoC	Continuum of Care
CPC	City Planning Commission
CRA/LA	Community Redevelopment Agency Los Angeles
CSD	Custody Services Division
CSH	Corporation for Supportive Housing
CTA	Centralized Training Academy
CWMDM	Countywide Master Data Management
DBS	Los Angeles Department of Building and Safety
DCFS	Los Angeles County Department of Children and Family Services
DCP	Los Angeles Department of City Planning
DDA	Disposition and Development Agreement
DHS	Los Angeles County Department of Health Services
DMH	Los Angeles County Department of Mental Health
DOD	Los Angeles Department on Disability
DPSS	Los Angeles County Department of Public Social Services
DV	Domestic Violence
DV/HTSO	Domestic Violence/Human Trafficking Shelter Operations
DVA	Domestic Violence Alliance
DV-IPV	Intimate Partner Violence
DWC	Downtown Women's Center
DWP	Los Angeles Department of Water and Power
ELI	Extremely Low Income
ELP	Enterprise Linkages Project

Abbreviation	Full Name
ENAs	Exclusive Negotiating Agreements
ETP	Emergency Transfer Plan
EWDD	Los Angeles Economic and Workforce Development Department
FHP	Flexible Housing Program
FSC	FamilySource Centers
FUP	Family Unification Program
GARE	Government Alliance on Race and Equity
GSD	Los Angeles General Services Department
HACLA	Housing Authority of the City of Los Angeles
HACLB	Housing Authority of the City of Long Beach
HACoLA	Housing Authority of the County of Los Angeles
HAP	Housing Assistance Payment
HCID	Los Angeles Housing and Community Investment Department
HEAP	Homeless Emergency Aid Program
HET	Homeless Engagement Teams
HHAP	Homeless Housing, Assistance, and Prevention Program
HHCLA	Homeless Healthcare Los Angeles
HIMS	Housing Information Management System
HIP	Homeless Incentive Program
HITF	Housing Impact Trust Fund
HMIS	Homeless Management Information System
HOPE	Homeless Outreach and Proactive Engagement
HOPICS	Homeless Outreach Program Integrated Care Systems
HOPWA	Housing Opportunities for Persons with AIDS
HSC	Homeless Strategy Committee
HUD	Department of Housing and Urban Development
HUD-VASH	HUD-Veterans Affairs Supportive Housing
HYFLA	Homeless Youth Forum of Los Angeles
ICLC	Inner City Law Center
ICMS	Intensive Case Management Services
J-SPDAT	Service Prioritization Decision Assistance Tool (Justice involved)
LA:RISE	Los Angeles Regional Initiative for Social Enterprise
LACDA	Los Angeles County Development Authority
LACPA	Los Angeles County Psychological Association
LADOT	Los Angeles Department of Transportation
LAFD	Los Angeles Fire Department
LA-HOP	Los Angeles Homeless Outreach Portal
LAHSA	Los Angeles Homeless Services Authority
LAMC	Los Angeles Municipal Code
LAPD	Los Angeles Police Department
LASAN	Los Angeles Bureau of Sanitation
LASC	Los Angeles Superior Court
LASD	Los Angeles County Sheriff's Department
LAUSD	Los Angeles Unified School District
LC	Learning Community
LEAB	Lived Experience Advisory Board

Abbreviation	Full Name
LI	Low Income
MEU	Mental Evaluation Unit
MFC	Municipal Facilities Committee
MHIT	Mental Health Intervention Training
MIPA	Moderate Income Purchase Assistance Program
MOU	Memorandum of Understanding
NEW	New Economics for Women
NOFA	Notice of Funding Availability
NPHD	Non-Profit Housing Developers
NTP	Notice to Proceed
OPA	Owners Participation Agreement
OPLA	Own a Piece of Los Angeles
P3	Performance Partnership Pilot
PATH	People Assisting the Homeless
PBV	Project Based Voucher
PEHP	Lawyers Preventing and Ending Homelessness Program
PEP	Project Expenditure Plan
PHA	Public Housing Authority
PLUM	Planning and Land Use Management Committee
PRC	California Public Resources Code
PSA	Pupil Service and Attendance
PSH	Permanent Supportive Housing
RAP	The Department of Recreation and Parks
REDF	Robert's Enterprise Development Fund
RFI	Request for Information
RFP	Request for Proposals
RFQ	Request for Quotation
RHAC	Regional Homeless Advisory Council
RMS	Resource Management System
RRH	Rapid Re-Housing
SHLF	Supportive Housing Loan Fund
SIF PFS	Social Innovation Fund Pay for Success
SLO	Senior Lead Officer
SPA	Service Planning Area
SPR	Site Plan Review
SRS	Scopes of Required Services
SSG HOPICS	Special Services for Groups Homeless Outreach Program Integrated Care Systems
SSI	Supplemental Security Income
TA	Technical Assistance
TAY	Transition Age Youth
TCC	The Core Capacity
TCI	Trauma Informed Care
TLHP	Targeted Local Hire Program
TNP	Transit Neighborhood Plans
TOC	Transit Oriented Communities
UHRC	Unified Homelessness Response Center

Abbreviation	Full Name
US DOL	United States Department of Labor
VASH	Veterans Affairs Supportive Housing
VAWA	Violence Against Women Act
VHFHSZ	Very High Fire Hazard Severity Zone
VLI	Very Low Income
WDACS	Los Angeles County Workforce Development, Aging, and Community Services
WLCAC	Watts Labor Community Action Center
WSP	Winter Shelter Program
YCES	Coordinated Entry System for Youth
YFR	Youth Family Reconnection
YHDP	Youth Homelessness Demonstration Program
YRP	Youth Reconnection Program